

JP 3-61 FINAL COORDINATION DRAFT REVIEW COMMENTS MASTER MATRIX

UNCLASSIFIED

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
1	USN (CHINFO)	A				DOD throughout the document should be DoD. Also, remove the article "the" every time it precedes DoD.	General comment	R DOD is correct. The use of "the" before DOD is used correctly
2	USN (CHINFO)	S				Remove "the" at every occurrence where it precedes OASD (PA).	Not necessary.	R
3	USN (CHINFO)	A				PSYOP or PSYOPS	Consistency	R This comment does not provide enough detail to act upon.
4	J8	S	N/A	N/A	N/A	General Substantive Comment. The new JP 3-61 should include Public Affairs lessons learned from OEF/OIF. DOD has made several significant advancements in how we conduct Public Affairs Operations and both the PA community and operational units should benefit from these experiences.	Relevance to current operations.	R The analysis on OEF/OIF lessons learned has not been completed. Much of this information is currently non releasable.
5	J8	S	N/A	N/A	N/A	General Substantive Comment: Many of the photos of public affairs personnel in action are from OPERATION DESERT STORM. Recommend any action photo included in the revised Joint Pub be from either OEF or OIF. Anything else will be seen as out of date.	Relevance to current operations.	M Delete photos on pages III-16, III-20 and III-24.
6	USN (NWDC)	M	0			GENERAL COMMENT: This pub is redundant in many areas, and this makes it more tedious to read. There are too many gratuitous uses of "joint" and "joint operations". This is a joint pub discussing joint operations. Don't keep hammering the reader with this.	Keep to the point. Eliminate excess non-important text.	R No specific recommendation provided by this comment.
7	USN (NWDC)	S	0			GENERAL COMMENT: The Executive Summary should be shortened. It shouldn't be more than two or three pages long (vice seven).	Simplicity, focus, and relevance	R No specific recommendation provided by this comment.
8	USN (NWDC)	S	0			GENERAL COMMENT: Review the text that is in bold print. There is too much of it, and it is not consistent in terms of level of importance	Format	R No specific recommendation provided by this

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								comment.
9	USN (NWDC)	M	0.01		13.15	Change as follows: It sets forth doctrine to govern the joint activities and performance of the Armed Forces of the United States in joint operations and provides the doctrinal basis for <u>interagency coordination and</u> US military involvement in multinational and interagency operations.	Accuracy Interagency operations are undefined Consistency with other JPs	A
10	STRATCOM	A	0.01		7	audiences_ It also provides principles and doctrine for US	Punctuation.	R There is already a period at the end of this sentence.
11	USMC	S	0.03		9	Change to read: “Department of Defense Principles of Information (DOD Directive 5122.5)”	Compliance with JP 1-01.	A
12	USAF	A	0.03	N/A	10	Change to read: “...responsibilities and Roles in Information...”	grammar	
13	J8	S	0.04	N/A	N/A	Recommend a section be added on embedded media given the significant role they played in OIF. Understand this is the way ahead for media coverage. Ought to capture OEF/OIF lessons learned and include broad guidance for operations as either a part of an existing chapter or perhaps in it’s own Appendix.	Relevance to current operations.	R See item # 4.
14	USN (NWDC)	A	0.04		25	Change as follows: <u>FIGURES</u>	Consistency with other JP's	A
15	USN (NWDC)	M	0.05		2.08	Change as follows: <i>During our nation's history, commanders have perceived a conflict between defending the nation and the media's right to know and to keep the public informed. Commander's must balance the public's need to be informed with operations security.</i>	Removes argumentative phrase and replaces it with an accurate statement more in-line with text of pub.	A
16	USN (NWDC)	A	0.05		20.21	Change as follows: ...significantly complicate the challenges to both commanders’ and public affairs (PA) personnel’s efforts to keep their publics, both internal and external, informed.	"both implies there are only two commanders. Not necessary.	A
17	J7	M	0.05	Top		Change to read as follows: " Discusses the Joint Public Affairs Mission "	Consistency with JP 0-2, Chapter I, para 6: “Missions” are the tasks assigned by the President or Secretary of Defense to the combatant commanders.” Functional areas (e.g., PA) do not have missions.	A
18	USAF	S	0.05	1	2	Change to read as follows: “...defending the nation and the media's <u>public's</u> right to know...”	The media, in itself, has no “right” to know. The media should not be thought of as a	A

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							separate entity...only as a means or method to help the public's right to know. The media is a business, not the "fourth estate." To tell a commander in the field the media "has a right to know" is incorrect and inflammatory.	
19	USAF	A	0.05	2	1	Bold the letter "t" in "the"	Correct format	A
20	USAF	S	0.05	3	5	Add sentence: " <u>Truth and credibility are the bedrock of effective PA operations.</u> "	Reinforces and emphasizes key principles of PA operations	A
21	USN (NWDC)	A	0.06		22.23	Change as follows: "...require detailed PA planning and coordination <u>within</u> the Department of Defense..."	Better word when dealing with internal matters	A
22	USMC	M	0.06	2d, 3d paras		General comment. We need to be careful what we say here. Many of these statements are blatantly false and we should not say something of this nature when it is obvious the government does not adhere to these guidelines. Proposed changes included for text of pub where this appears.	This is very contentious.	R These were published by OSD.
23	J7	A	0.06			Change title to read as follows: "Department of Defense Principles of <u>I</u> nformation"	Correctness.	A
24	J7	A	0.06			(Left Para.) Change to read as follows: "The mission of joint public affairs (PA) is to support the joint. . ."	Acronym needs to be established.	A
25	J7	M	0.06			Change middle para. to read as follows: " Joint Public Affairs <u>Mission-Functions</u> "	Consistency with JP 0-2, Chapter I, para 6: "Missions" are the tasks assigned by the President or Secretary of Defense to the combatant commanders." Functional areas (e.g., PA) do not have missions.	A
26	J7	M	0.06	2		(Left Col) Change to read as follows: "The <u>mission function</u> of joint public affairs is to support the joint force commander by communicating truthful, unclassified information about DOD activities to US, allied, national, international, and internal audiences."	Consistency with JP 0-2, Chapter I, para 6: "Missions" are the tasks assigned by the President or Secretary of Defense to the combatant commanders." Functional areas (e.g., PA) do not have missions.	A
27	USTC		0.06	1	1-2	Change to read: " Requests for information from organizations shall be answered quickly. DOD shall quickly answer requests for information from organizations and private citizens."	Removes passive voice from sentence without changing its intent.	A
28	USAF	A	0.06			Left hand margin statement, top of page.	The acronym DOD is already	A

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						<i>"It is the responsibility of the Department of Defense (DOD) to make..."</i>	established on the previous page.	
29	USAF	A	0.06	6	2.4	Change to read: "The Department of Defense's DOD's obligation to provide the public with information on DOD major programs may require detailed PA planning and coordination <u>within the Department of Defense DOD</u> and with the other government a gencies"	Grammar and acronym use	A
30	USAF	S	0.06	7		Change to read: "PA organizations provide <u>trusted counsel</u> advice to the joint force commander on media events and operations, and help with the development and dissemination of the command information messages. PA helps with information security by establishing ground rules for media coverage of military operations. PA plans and <u>provides</u> assists US military support to the media in conjunction with military operations <u>with the goal of informing and educating the public about military events and operations</u> , and assists media by helping them understand military events and operations. "	PAOs provide more than just advice, they provide trusted counsel which enables commanders to make informed decisions. In addition, PA provides military support to the media in order to inform and educate the public, not as a end unto itself.	A
31	USN (NWDC)	A	0.07		2	Change as follows: By providing accurate information and clear explanations of its <u>their</u> activities, the Armed Forces of the United States fulfill their responsibility to the nation...	Possessive pronoun matches plural subject Armed forces	A
32	USN (NWDC)	A	0.07		05.06	Change as follows: The Internet; also provides new options and challenges ...	Delete comma	A
33	USN (NWDC)	A	0.07		11.13	Change as follows: Commanders must view military journalists and PA officers as a critical means of reaching these audiences, and key to mission success.	Insert comma	R
34	USN (NWDC)	A	0.07		31	Change as follows: ...the US's operational ability...	Better style to not put "'s" after US	A Delete the 's'.
35	JFCOM	A	0.07		5	Change as follows: "to the American people via the media. The Internet, also..."	Grammatical	A
36	J7	A	0.07			(Left Col) Change to read as follows: "Credibility and truth are key concepts to maintaining public affairs's (PA's) operational capability in information operations (IO) or in any other operation."	Correct use of acronym.	A
37	J7	A	0.07	1		(Right Col) Change to read as follows: "The Internet; also provides new options and challenges for unfiltered communications with important audiences."	Correctness.	A
38	USTC		0.07	4	31-32	Change to read: "for providing informational flexible deterrent options, <u>establishing</u> virtual force projection, or maintaining national understanding; could ..."	Similar clauses	A
39	USAF	A	0.07	1	4	Remove comma after "Internet"	Correct grammar	A
40	USAF	A	0.07	1	11	Change to read: "...audiences and <u>a</u> key to mission..."	Grammar	A
41	USAF	S	0.07	4		Change 'pullout caption' to read: "... are key concepts to	Credibility and truth are more	A

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						maintaining ...”	than just key concepts, they are the fundamental bedrock of PA operations.	
42	USAF		0.07	4	31.32	Change to read: “for providing informational flexible deterrent options, <u>establishing</u> virtual force projection, or maintaining national understanding; could ...”	Similar clauses	A
43	USN (NWDC)	M	0.08		1.05	Change as follows: <i>IO are actions taken to influence, affect, or defend information, information systems, and decision making PA and IO efforts must be coordinated and consistent with policy or statutory limitation and security.</i>	Removes incomplete discussion/definition of IO and replaces it with statement more in-line with pub's text.	A
44	USN (NWDC)	M	0.08		1.10	Change as follows: Coordination of PA and information operations (IO) plans is required to ensure that both PA and IO initiatives support the commander's overall objectives; consistent with the DOD principles of information. PA and IO efforts will be synchronized consistent with policy or statutory limitation and security. PA's participation in the JFC's IO coordination process, and any boards or cells as determined by the JFC or necessitated by operational requirements, enables PA activities to be synchronized, coordinated, and deconflicted within the full spectrum of planned IO.	Accuracy, simplicity, and removes redundancy.	A
45	USN (NWDC)	S	0.08		12.13	Change as follows: PA activities contribute to IO by providing truthful, fact based , accurate and timely information, using approved ...	Truthful is redundant with fact-based.	A
46	USN (NWDC)	A	0.08		15	Change as follows: ...missions and operations, in support of military objectives, ...	Superfluous.	A
47	USN (NWDC)	S	0.08		18.25	Change as follows: PA activities affect - and are affected by - IO , and will be planned and executed in coordination with IO planning and operations, consistent with policy or statutory limitations and security. PA activities will not be used as a military deception capability or to provide disinformation to internal or external audiences. PA activities are coordinated in accordance with existing DOD directives and policy, the DOD principles of information, and current DOD PAG.	Removes redundancy and simplifies executive summary so that salient points are easier to distinguish.	A
48	USN (NWDC)	A	0.08		27.28	Change as follows: PA fundamentals will assist commanders in	Grammar	A
49	USN (NWDC)	A	0.08		27.29	Change as follows: <u>As part of the planning process,</u> Commanders and staffs at all levels should anticipate external interest in operations as part of the normal planning process and be prepared to respond.	Less awkward	A
50	USN (NWDC)	A	0.08		31	Change as follows: ... and the committed forces and their families.	"committed" makes no sense. Deploying or deployed does.	A

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51	USN (NWDC)	A	0.08		32	Change as follows: ... true of military operations, which often draw some public attention...	Not necessary to qualify amount of attention	A
52	USN (NWDC)	A	0.08		35.37	Change as follows: One is to assess the general tone of the media in their questions and dealings with the public affairs officers (PAOs) and the command in general.	Makes it more general	A
53	J7	A	0.08			(Right Para.) Change to read as follows: "PA's participation in the <u>joint force commander's (JFC's) IO coordination.</u> . ."	Acronym needs to be established.	A
54	Army	S	0.08	2.	12	Change to read: "...activities contribute to IO by providing truthful, fact-based , accurate..."	Clarity. Fact-based implies story contains some facts but not everything it contains is factual.	A
55	USAF	M	0.08			Change 'pullout caption' to read: <u>IO are actions taken to affect adversary information and information systems, while defending one's own information and information systems influence, affect, or defend information, information systems, and decisionmaking.</u>	DODD S-3600.1(U) Information Operations and JPUB 3-13 Joint Doctrine for Information Operations define IO as "actions taken to affect adversary information and information systems, while defending one's own information and information systems."	A
56	USAF	M	0.08	2		Change 'pullout caption' to read: PA should not be considered an IO discipline or an IO tool. <u>Public affairs operations aid commanders in achieving information superiority and therefore play a key role within IO.</u>	U.S. Military public affairs plays an important role defending information systems by providing timely, accurate and credible information to prevent the negative "affects" of adversary propaganda, misinformation, and rumors on military readiness and public support.	A
57	USAF	M	0.08	2	1	Change to read: PA activities are complementary to, yet distinct from IO. "Public affairs operations aid commanders in achieving information superiority and therefore play a key role within IO."	See above	A
58	USN (NWDC)	A	0.09		25.27	Change as follows: A critical joint force PA mission involves informing the various internal audiences about the participation of military forces in a joint operations.	Pluralize. Makes more general.	A
59	USN (NWDC)	A	0.09		34.37	Change as follows: However, the community relations function in communities around at or near home stations that are affected by force deployments remains a unit or installation PA responsibility during joint operations.	Redundant. "around" is too close to "near" in meaning. Superfluous	A
60	J7	A	0.09			(Right Para.) Change to read as follows: "... coordinating all media operations within the joint operations area (JOA), and provides and coordinates support to the JFC through. . ."	Acronym does not meet guidelines.	A
61	USN	S	0.10		1.02	Change as follows: An information bureau is a single point of	More accurate and simpler	A

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	(NWDC)					interface between central location where the military and media interact representatives covering operations.	statement. The information bureau is not the single location for interaction between the media and the commanders/forces.	
62	USN (NWDC)	S	0.10		07.10	Change as follows: ...a JIB communicating information about a particular joint force; or a combined information bureau, North Atlantic Treaty Organization NATO, press information center or allied press information center, or coalition press information center ...	Everyone reading this pub knows what NATO stands for. Eliminate redundancy.	A
63	USMC	S	0.10	4th	1	Change to read: "Proposed Ppublic Aaffairs Gguidance (PPAG) is..."	Terms are not capitalized in this usage.	A
64	USAF	A	0.10	3	1	Change to read: " <u>Public Affairs Guidance (PAG)</u> "	1 st time acronym is used should be spelled out.	
65	USN (NWDC)	A	0.11		14.16	Change as follows: Each phase of an operation will have unique PA requirements which require the attention of the commander, the staff, and the PAO officer.	Trite Use acronym	A
66	USN (NWDC)	S	1.01		01.06	Delete: "We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America." <u>Preamble to the US Constitution</u>	Noble sentiments as they are, they are unnecessary here.	A
67	USN (NWDC)	A	1.01		13	Change as follows: Amendment 1 <u>to the US Constitution</u>	To compensate for deletion of above paragraph	A
68	USN (NWDC)	M	1.01		17.22	Change as follows: All members of the US military have taken an oath to support and defend the Constitution of the United States of America. Through this oath US Service members are the nation's primary instruments that "provide for the common defense." During our nation's history, commanders have perceived a conflict between defending the nation and the media's right to know and to keep the public informed. Commanders must continue to weigh the requirements of both to be successful in today's joint operations <u>balance the public's need to be informed with operations security.</u>	Simplicity and accuracy. Removes argumentative phrase.	A
69	USN (NWDC)	S	1.01		37.44	Delete: General Eisenhower's success in dealing with the situation conflict between the military and the media is evident in the vivid reports by the media who accompanied US forces into combat during World War II and by a simple bronze plaque near the beach at Normandy on which is inscribed: "In memory of General Dwight D. Eisenhower and the forces	Adds nothing to the discussion, and there is already a vignette about Ike. Point has already been made.	A

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						under his command, this sealed capsule containing news reports of the 6 June 1944, Normandy Landings is placed here by the newsmen who were there."		
70	USN (CHINFO)	A	1.01	1	32	Insert comma after "history"	Intro. Prep. phrase	A
71	USMC	A	1.01			General comment. Are four quotes necessary on the same page?		A Some eliminated by previous comment.
72	USAF	S	1.01	1	25	Change to read: "while <u>most</u> responsible" members of the media"	Accuracy	A
73	USN (NWDC)	A	1.02		02.04	Change as follows: "... complicate the challenges to both commanders' and public affairs (PA) personnel's efforts to keep their publics, both internal and external, informed.	"both" implies there are only two efforts.	A
74	USN (CHINFO)	S	1.02	1a	3	Change as follows: "...success in dealing with the conflict between the military and the media..."	Clarity	R Don't understand this input.
75	USN (CHINFO)	A	1.02	1b	22.24	Sentences should be combined	Reads easier	R No specific comment made.
76	USJFCOM	A	1.02		6.7	Change as follows: "... into the global information environment (<u>GIE</u>) at a near real time rate."	Establishes acronym.	A
77	J7	A	1.02	1b	6	Change to read as follows: "... both correct and incorrect, into the global information environment (<u>GIE</u>) at a near real time rate."	Acronym needs to be established.	A See #83
78	USAF	A	1.02	1	7	Place hyphen between "real" and " time" to read "real-time"	Correct grammar (compound modifier)	A
79	USAF	A	1.02	1	7	Place "GIE" in parentheses after "global information environment"	Establishment of acronym for repeated term	A
80	USAF	S	1.02	N/A	N/A	Change the note under photo at top of page to read: "...to participate in the <u>initial first</u> assaults of <u>in</u> , <u>Operation Overlord</u> , the <u>allied</u> invasion of the continent of Europe <u>on</u> June 6, 1944."	Correctness. The current words indicate that Operation Overload was the first invasion of the continent of Europe in WW II.	A
81	USN (NWDC)	A	1.03		47	Change as follows: This reality must be considered	Typo	A
82	USMC	A	1.03		47	Change to read: "...This reality must be..."	Correct spelling.	A
83	USJFCOM	A	1.03		44.45	Change as follows: " In today's global information environment (<u>GIE</u>), the media have the capability to use the Internet or satellite "	Acronym now established on page I-2.	A
84	USJFCOM	A	1.03		47	Change as follows: "This reality <u>reality</u> must be considered	Editorial.	See #88

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						when planning any type of operation during operational planning.		
85	J7	A	1.03	1c	44	Change to read as follows: “. . . media’s ability to transmit information from the operational area. In today’s global information environment (GIE) , the media have the capability to use the Internet or satellite. . .”	Correct use of acronym.	A
86	USAF	A	1.03	4	45	Replace “ global information environment ” with “GIE”	Acronym has already been established on previous page	A
87	USAF	A	1.03	4	45	Change spelling of “realty” to “reality”	Typo	A
88	USAF	S	1.03	4	47	Change to read; “This reality technology must be considered when planning any type of operation during operational planning. ”	Reads better	A
89	J8	A	1.033	c.	47	Change “realty” to “reality”	J8	A
90	USN (NWDC)	S	1.04		3.06	Change as follows: Commanders gain and maintain the initiative by providing fast, complete, truthful information to the media first. Providing the fastest, most complete, and accurate, and timely information to the media generates credibility and makes the DOD the preferred source of information for the media.	Accuracy and reduces redundancy.	
91	USAF	S	1.04-1.05	4	41.45 1.2	DELETE para “f”	Paragraph is redundant when considered against para c. that starts on page 1.3	A
92	USN (NWDC)	M	1.04		11.30	GENERAL COMMENT: This subparagraph, World War II and Now , should be removed from the basic text and made a snippet.	This is historical data that "does not enhance the operational effectiveness of US forces". Neither does it, "provide fundamental principles that guide the employment of forces of two or more Military departments in coordinated action toward a common objective."	A Make this paragraph a vignette. Adjust para lettering.
93	USN (CHINFO)	S	1.04		1.45	Way too long		R No specific recommendation given.
94	USMC	A	1.04		27	Change to read: “...to the American people, nearly 500 reporters...”	Correct punctuation.	A
95	J7	S	1.04	1c	3	Change to read as follows: "In addition, failure to consider the media’s impact on all aspects of operational planning and execution will impact the mission.”	Consistency with JP 5-0.	A
96	USTC	<u>S</u>	1.04	1	6-9	Change to read: “Failure to do so surrenders the public information initiative to our adversaries and may, at best,	Recommended replacement does not	A

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						<u>allow adversaries and others to disseminate inaccurate information, ...</u>	address the problem in the original. The problem isn't what is broadcasted TO the adversary (and that's not a PA function anyway), but rather what is disseminated in the media based on adversary input/sources.	
97	USTC	A	1.04	2	21	Change to read: “ 3500 3,500...”	Numeral consistency	A
98	Army	S	1.04	1.d.	28	Change to read: “...involved in early operations <u>Operation Iraqi Freedom</u> , including Special Forces units.”	Clarity. As written, paragraph incorrectly implies 500 media embeds were part of OEF rather than OIF.	A
99	USAF	S	1.04	1	6-9	<p>“Failure to do so surrenders the public information initiative to our adversaries <u>at best</u>; or allows <u>unchallenged propaganda by them</u>. The media are NOT the adversary; <u>however</u>, they are simply a critical participant in this area of operations <u>the prominent players in the GIE</u>.</p> <p>Replace with: “Failure to do so surrenders the public information initiative and allows the media to broadcast inaccurate information to our adversaries at best; or allows unchallenged propaganda by them. The media are NOT the adversary; however, they are simply a critical participant in this area of operations, the prominent players in the GIE”</p>	Correctness	
100	USAF	A	1.04	2	14	Add comma after 1 in “1600”. Should read “1,600”	Consistency with other numerals in document	A
101	USAF	A	1.04	2	15	Add comma after 1 in “1500”. Should read “1,500”	Consistency with other numerals in document	A
102	USAF	A	1.04	2	21	Add comma after 3 in “3500”. Should read “3,500”	Consistency with other numerals in document	A
103	USAF	A	1.04		25	Change to read: “...the Department of Defense (<u>DOD</u>) granted...”	First use of acronym in main text	A
104	USAF	S	1.04	1d	28	Change to read: “including Special Forces <u>Operations</u> units.”	Accuracy. The term “Special Forces” refers specifically to one type of unit within US Army Special Operations Command (i.e. Army “Green Berets”). The term “Special Operations units” is correct because reporters were embedded with more than just	A

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							Army Special Forces units.	
105	USAF	A	1.04	3	33	Replace “which” with “that”	Correct grammar. All restrictive clauses should start with “that”, not “which”	A
106	USN (NWDC)	A	1.05		37	Change as follows: ...require detailed PA planning and coordination <u>within</u> the Department of Defense...	Better word when dealing with internal matters	A
107	USN (NWDC)	M	1.05		41	Change as follows: 3. Public Affairs Responsibilities and <u>Relationship to Role in</u> Information Operations	The draft DODD 3600.1 that is forming the basis for the rewrite of JP 3-13 describes PA as a “related activity” relative to IO. Talking to PA’s “role in” IO may lead the reader to conclude that PA is a subset (or “core capability” in 3600.1 terms) of IO.	A
108	USN (CHINFO)	A	1.05	1c	2	Remove space following “the”		A
109	USN (CHINFO)	A	1.05	1c	7	Remove “both good and bad”	Not necessary	R
110	USN (CHINFO)	S	1.05	1d	15.26	References to media, journalists and reporters in one paragraph	Consistency	R
111	USN (CHINFO)	S	1.05	1f	41	Remove contractions “don’t and they’ll”. Also, spell out all contractions.		R
112	USN (CHINFO)	S	1.05	1f	46.47	“...to hide remote field deployments from the media.	Suggests we (PA) would try to hide something from the media.	R
113	USMC	S	1.05	2	12	Change to read: “Department of Defense Principles of Information (DOD Directive 5122.5)”	Compliance with JP 1-01.	A
114	USMC	M	1.05		25.30	Change to read: “b. A free flow of general and military information shall <u>should</u> be made available, without censorship or propaganda, to the men and women of the Armed Forces of the United States and their dependents. ” “c. Information will <u>should</u> not be classified or otherwise withheld to protect the government from criticism or embarrassment. ”	As they are currently written in the text, presents a very laughable opinion of how someone thinks the government does business. Until the government actually conducts business this way lets not say they do. Instead, lets say how they should conduct business.	R These words reflect exactly what is published by OSD as DOD Principles of Information.
115	USJFCOM	A	1.05		14	Change as follows: “It is the responsibility of the Department of Defense <u>DOD</u> to make available timely and accurate”.	Acronym established on page I-1; track fix on lines 36 and 37 of this page.	A
116	J7	A	1.05	3a	43	Change to read as follows: “a. Using Public Information	Correct use of acronym. Track	M

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						Public Affairs To Support Friendly Strategy. Public affairs PA is the first line of defense against adversary propaganda and disinformation.”	PA fix throughout the publication.	Accept only the second sentence of this recommendation.
117	Army	S	1.05	1.g.	10	Change to read: “...too severe, for withholding information to be...”	Correctness. As written, “viable strategy” modifies “misleading the media” and “losing credibility.” It is supposed to modify “withholding information.”	M Accept but do not delete “too severe”.
118	Army	M	1.05	3.	41	Change to read: “Using Public affairs to Support Friendly Strategy.” “Public Affairs Responsibilities and Role of Information as an Element of Combat Power.”	Correctness. This paragraph is not about Information Operations but it is about information as an element of combat power.	M Accepted change recommended in item #122.
119	Army	S	1.05	3	46	Change to read: “This capability allow PA to help defeat <u>counter</u> adversary efforts to...”	Correctness. PA doesn’t defeat anything it may counter something.	A
120	USAF	A	1.05		14	Change to read: “...of the Department of Defense <u>DOD</u> to make available...”	Not first use of acronym	A
121	USAF	A	1.05		36	Change to read: “...The Department of Defense’s <u>DOD obligation</u> to ...”	Not first use of acronym	A
122	USAF	S	1.05	9	41	Change to read: “3. Public Affairs Responsibilities and Relationship to Role <u>Synchronization</u> in Information Operations”	“Synchronization” appropriately reflects PA’s role in IO and the IO cell; also consistent with #44	A
123	USAF	S	1.05	3	43	Change to read: “a. Using Public Information Public Affairs <u>effects</u> To Support <u>Execute</u> Friendly Strategy.”	More accurately conveys PA’s effects-based capabilities, which are executed via PA operations.	A
124	USN (NWDC)	S	1.06		08	Change as follows: ...even information about DOD mistakes and blunders,...	Redundant	A
125	USN (NWDC)	M	1.06		14.25	COMMENT: the term "informational flexible deterrent options" should be discarded. It is too argumentative	Relevance	R Don’t understand how the use of this term is argumentative.
126	USN (NWDC)	A	1.06		16	Change as follows: ...informational flexible deterrent options (IFDOs)...	If retained, spell it properly	A
127	USN (NWDC)	A	1.06		19.22	Change as follows: They clearly communicate US goals and objectives, what we expect the adversary to do to satisfy international concerns, why the US concern is important, and what the US intends to do if the adversary refuses to comply.	Insert comma	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
128	USN (NWDC)	A	1.06		22.24	Change as follows: IFDOs may involve highlighting the military’s deployment preparations, activities, and capabilities — the virtual projection of military force to show domestic, allied, coalition, and adversary publics...	Insert comma Insert comma	A
129	USN (NWDC)	A	1.06		25	Change as follows: Here are some Typical joint force commander's (JFC's) IFDOs <u>include</u> : **Note the bullets beginning on lines 27, 33, and 38 should be written in the active voice; Maintaining ; Articulateing , and Promoteing .	Grammar	A
130	USN (NWDC)	A	1.06		27.29	Change as follows: Maintaining open dialogue with <u>the</u> media demonstrates USG accessibility to the press and public, and enables public affairs officers (-PAOs) and JFCs...	Insert article Delete space	A
131	USN (NWDC)	A	1.06		35.36	Change as follows: This also helps the opponent adversary understand what the US and its allied and coalition partners expect from them.	Consistency, used in other JPs	A
132	USJFCOM	A	1.06		3	Change as follows: “... aggressive by <u>in</u> getting ahead ...”	Editorial.	A
133	USJFCOM	A	1.06		8.12	Change as follows: “... information out first – even especially information about DOD mistakes and blunders so that you are exposing those errors and putting them into the proper context. This helps disarm the adversary’s propaganda and defeats attempts by the adversary to use these mistakes against you. Absolute credibility must always be maintained because this credibility allows PA to effectively communicate so these errors are identified and put into the proper context. Exposing mistakes helps render adversary propaganda ineffective by preventing the enemy from exploiting these mistakes. ”	Clarity. Need to emphasize the positive role of PA in pre-empting adversary propaganda opportunities. “Blunders” is hyperbole.	A
134	USJFCOM	A	1.06		20.22	Change as follows: “... what we expect the adversary to do to satisfy international concerns, why the US concern is important and what the US intends to do if the adversary refuses to comply <u>what the adversary is expected to do, why US concerns are important, and what the US will do if the adversary refuses to comply.</u> ”	Editorial.	A
135	EUCOM	<u>M</u>	1.06	3.a	1-5	<u>Comment:</u> The following sentence should be changed: “PA must be engaged in operational planning, have total visibility into all intelligence and domestic and international press reports, understand common adversary propaganda techniques, and be very aggressive by getting ahead of adversary propaganda - putting accurate, complete information out first so that friendly forces gain the initiative and remain the preferred source of information.” <u>Recommended Change:</u> Change or add text in red to restate	The phrase “total visibility into all intelligence” is problematic in that there will always be intelligence for which Public Affairs does not have a “need to know.” PAOs should expect to be given access to intelligence relevant to their mission, just as operational personnel are only authorized access to mission-	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						as, “PA must be engaged in operational planning, have access to intelligence at the correct security levels and knowledge of domestic and international press reports, understand common adversary propaganda techniques, and be very aggressive by getting ahead of adversary propaganda. This will allow for accurate, complete information as early as possible so friendly forces gain the initiative and remain the preferred source of information.”	related classified information. Effective procedures for coordination and information sharing will ensure PA has an appropriate level of visibility into intelligence and that this is accomplished at the correct security levels. Inappropriate release of information to those without a “ need to know” could result if this statement is included as it is currently written. The same sentence is also extremely long (54 words) and should be separated into two sentences, as listed in the recommended change.	
136	J7	S	1.06	3a	7	Change to read as follows: "It is extremely important to get factual, complete, truthful information out first — even information about DOD mistakes and blunders, so that you are exposing those errors <u>are exposed</u> and putting them into the proper context. This helps disarm the adversary’s propaganda and defeats attempts by the adversary to use these mistakes against you friendly forces.”	Correctness.	M Used changes recommended in # 133
137	J7	A	1.06	3b	25	Change to read as follows: “Here are some typical joint force commander’s (-JFC’s) IFDOs: . . . officers (-PAOs) and JFCs to enhance their awareness of key issues and perspectives. . .”	Correctness.	A
138	USTC	A	1.06	2	25	Delete space: before J in “(JFC’s)”	Typo	A
139	USTC		1.06	4	34	Change to read: “why it’s it is...”	Formal document should avoid contractions	A
140	Army	A	1.06	3.a.	8-9	Change to read: “... so that you are exposing these errors and putting them into the proper context. This helps disarm the adversary’s propaganda and defeats attempts by the adversary to use these mistakes against you. ...so that errors <u>are exposed and put into the proper context. This helps disarm the adversary’s propaganda and defeats attempts by the adversary to use the mistakes to his own advantage.</u> ”	Correctness. Change eliminates narrative voice shift to direct address (“...so that <i>you</i> ” “...against <i>you</i> .”)	M Used # 133 to correct.

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
141	USAF	A	1.06	1	3	Change to read: "...aggressive by <u>in</u> getting ahead..."	Grammar	A
142	USAF	A	1.06	1	8.10	<p>Delete: "-- even information about DOD mistakes and blunders, so that you are exposing those errors and putting them into the proper context. This helps disarm the adversary's propaganda and defeats attempts by the adversary to use these mistakes against you."</p> <p>Change to read: <u>especially information about DOD mistakes, so these errors are identified and put into the proper context. Exposing mistakes helps render adversary propaganda ineffective by preventing the enemy from exploiting these mistakes. It is imperative to maintain absolute credibility in order to preserve PA as an effective warfighting tool.</u>"</p>	Removes first-person references and makes it objective; clarifies language.	A
143	USAF	S	1.06	b.	14	Title should read: "Using Public Information Affairs to Attack <u>Counter</u> an Adversary's Strategy."	Paragraph is really about Public Affairs role not public information. Counter is better term than attack.	A
144	USAF	A	1.06	2	25	Delete space: before J in "(-JFC's)"	Typo	A
145	USAF	A	1.06	3	28	Change to read: "...demonstrates <u>USG United States Government</u> accessibility..."	1 st time acronym is used, should be spelled out	A
146	USAF	A	1.06	3	29	Remove space before "P" in "(PAO)"	Typo	A
147	USAF	A	1.06	4	34	Change to read: "important <u>to</u> helps the ..."	Grammar	A
148	USN (NWDC)	A	1.07		05	Change as follows: ... re- <u>e</u> nforce US units in Kuwait.	Proper word	A
149	USN (NWDC)	S	1.07		15	Change as follows: PA operations are organized as part of the commander's staff and are command directed.	Accuracy and simplicity. "Operations" are not part of a staff.	A
150	USN (NWDC)	S	1.07		15	Change as follows: PA operations are organized as part of the commander's staff <u>mission</u> and are command directed.	Operations aren't part of a staff, they are part of a mission	A
151	USN (NWDC)	A	1.07		16	Change as follows: <u>JFCs</u> , as the most visible and credible spokespersons for an organizations, play a crucial role...	Plural object to match plural subject	A
152	USN (NWDC)	A	1.07		17.19	Change as follows: The commander's or and official spokesperson's communication with internal and external audiences has a significant effect on the global information environment <u>GIE</u> .	Accuracy and acronym was previously established.	A
153	USN (NWDC)	A	1.07		29.30	Change as follows: There are several fundamentals of information that guide commanders for <u>in the</u> effective employment of Public Affairs operations	Grammar	A
154	USN (NWDC)	M	1.07		31.32	Change as follows: These basics complement the DOD principles of information and describe the best practices to follow when fighting in the global information battlespace.	Simplicity	A
155	USN (NWDC)	A	1.07		32	Change as follows: describe the best practices to follow when fighting in the global information environment <u>GIE</u> .	Acronym was previously established.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
156	USN (CHINFO)	M	1.07	3a	34	Insert “may” between “perspectives” and “lead”	Not all media/military relationships are adversarial.	R Not found at this location.
157	USN (CHINFO)	S	1.07	3a	45.46	Rewrite sentence “...appropriately coordinated. Information should be in compliance with official DoD policy and supported by...”		R No specific recommendation made.
158	USJFCOM	A	1.07		19	Change as follows: “... the global information environment <u>GIE</u> .”	Acronym previously established on page I-2.	A
159	USJFCOM	A	1.07		19	Change as follows: “... the global information environment <u>GIE</u> .”	Acronym previously established on page I-2.	A
160	J7	S	1.07	4a	15	Change to read as follows: “a. PA operations are organized as part of the commander’s staff and are command directed. JFCs, as the most visible and credible spokespersons for an organization, play a crucial role in successful PA operations. PA is a performance-based function. ”	Clarity. What is meant by the deleted sentence?	R Changes made by #149 and #150.
161	J7	A	1.07	4a	19	Change to read as follows: “. . . the global information environment <u>GIE</u> . Good planning and message development will have a. . .”	Correct use of acronym.	A
162	USN (CHINFO)	A	1.08	3c	42	Remove “tax-paying”	Cliché	R Not found at stated location.
163	USMC	S	1.08		11	Change to read: “...success of P ublic A ffairs operations depends...”	Terms are not capitalized in this usage.	A
164	USMC	S	1.08		14	Need to discuss this, there is only one plan and IO supports that one.	Accuracy.	No specific recommendation given here.
165	USMC	S	1.08		40.46	Delete this quote. Need to support something that is more politically correct in a JP. Find one that portrays a positive point of view.	While this may be Gen Hawley’s opinion, it does not mean that the Chairman should sign a document supporting him. It can be argued that many of the legislators do indeed have knowledge of the military, contrary to Gen Hawley’s statement.	R
166	USJFCOM	S	1.08		17.18	Change as follows: “truthful information, officially released, does not conflict with or compromise other IO activities.”	Clarity. Current text implies that PA is an IO activity.	A
167	USJFCOM	A	1.08		22,25	Change: “decisionmaking” to “decision-making”	Grammar. Hyphen needed when term used as a modifier.	A
168	USJFCOM	S	1.08		23.24	Change as follows: “The combatant <u>opponent</u> that releases more timely and accurate information enjoys the benefit of becoming the media’s preferred source of public information.”	Clarity. Not all adversaries are “combatants” in the IO realm. Redundant; the media only deal in	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						“	public information.	
169	J7	S	1.08	4b	12	Change to read as follows: " . . . and credibility of officially released information. Lying or attempting to deceive the public undermines trust in and support for the armed forces <u>Armed Forces of the United States</u> and PA activities. Proper integration of PA into the commander's IO plan achieves the desired effect of an accurate, balanced, credible presentation of information that leads to confidence in the armed forces <u>Armed Forces of the United States</u> and the execution of operations.”	Consistency with JP 1-02.	A
170	J7	S	1.08	4b	20	Change to read as follows: " • Provide Timely Information. Commanders should be prepared to release timely, coordinated, and approved information about military operations. Information introduced into the public realm has a powerful effect on each side's decisionmaking cycle during a crisis. The combatant side <u>side</u> that releases more timely and accurate information enjoys the benefit of becoming the media's preferred source of public information.”	Consistency with JP 3-13.1, Appendix A. Clarity. PA also occurs in MOOTW.	A
171	USTC	S	1.08	3	14	Change to read: “ integration <u>synchronization</u> of PA...”	Correctness. Definition of IO in joint context is unresolved. PA may not be, and perhaps should not be “integrated” into IO, but at a minimum, synchronization between planning and activities is appropriate.	A
172	Army	S	1.08	4b	14 and 17	Change to read: “Proper integration of PA into the commander's IO plan achieves the desired effect of an accurate, balanced, credible presentation of information that leads to confidence in the armed forces and the execution of operations. It is the best strategy for ensuring that truthful information, officially released, does not conflict with or compromise other IO activities.	Correctness. Makes the JP read, as it is counterpoint to IO. PA is the commander's activity not just IO.	A
173	USAF	S	1.08	3	14	Change to read: “ integration <u>synchronization</u> of PA...”	Correctness. Definition of IO in joint context is unresolved. PA may not be, and perhaps should not be “integrated” into IO, but at a minimum, synchronization between planning and activities is appropriate.	A
174	USAF	A	1.08	2	23	Change “that” to “who”	Correct grammar. Use “who” when clause is referring to a person	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
175	USAF	A	1.08	4	22,25	Change: “decisionmaking” to decision-making	Grammar	A
176	USAF	A	1.08	4	24	Change to read: “...source of public information.”	Redundant. The media only deal in public information.	A
177	USAF	A	1.08			Add to quote box: Gen Richard Hawley, USAF Ret <u>Former Commander, Air Combat Command</u>	Clarifies who the quote comes from	A
178	USN (NWDC)	S	1.09		22.23	Change as follows: These fundamentals, and the previously described DOD principles of information, apply across the full range of military operations. They are the fundamental principles by which...	Superfluous	A
179	USN (NWDC)	A	1.09		40	Change as follows: propaganda, and helping maintain <u>the</u> trust and confidence of the US population.	Grammar.	A
180	USN (NWDC)	S	1.09		44	Delete: Media interest in military operations will initially be high and military members may be interviewed. In order to clearly communicate the mission, all military members should clearly understand their role in the operation.	Superfluous and not germane to the bullet	A
181	USMC	S	1.09		37	Need to ensure we are referring to the correct terminology here are they disciplines or supporting and core capabilities?		No specific recommendation given here.
182	J7	S	1.09	4b	7	Change to read as follows: "Information should be appropriately coordinated and in compliance with official DOD and supported <u>combatant</u> command guidance before it is released to the public."	Completeness.	A
183	Army	<u>S</u>	1.09	4d	37	Change to read: “PA is a <u>related activity of IO</u> not an IO discipline.	Consistency with JP 3-13.	See item # 184
184	USAF	M	1.09	4	35.38	Change to read: <u>PA capabilities also contribute directly to information operations (IO) efforts</u> such as countering adversary propaganda and ensuring mission OPSEC. PA is not an IO discipline. PA activities are complementary, yet distinct from IO.	See item 13 rationale.	A
185	USN (NWDC)	S	1.10		07.09	Delete: With backing from the tax paying public and Congress, military leaders are able to effectively recruit, equip, and train forces to perform across the full range of military operations.	Irrelevant and contributes nothing	A
186	USN (NWDC)	S	1.10		21.22	Delete: When adversaries aren't deterred from conflict, information about US capabilities and resolve may still contribute to adversary understanding.	Confusing. What is the point? Sometimes we don't want the adversary to understand.	A
187	USN (NWDC)	M	1.10		23.24	Delete: Communicating military capabilities to national and international audiences can be a force multiplier for commanders.	Use of "force multiplier" is overused to the point of being trite.	A
188	USN (NWDC)	S	1.10		39.40	Delete: Information flow in today's GIE is faster, farther-reaching and has greater impact than previous information technology permitted.	Irrelevant to the following text.	A
189	USN	S	1.10		42	Add the following: international audiences. <u>International</u>	Flow	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
	(NWDC)					<u>media interest in military operations will be just as high, and sometimes higher, than US media interest, especially in military operations conducted overseas.</u> Current information		
190	USN (NWDC)	A	1.10		44.45	Change as follows: Modern military operations are often conducted as part of a coalition, at overseas locations, or using overseas-based forces.	Insert comma	A
191	USN (NWDC)	S	1.10		46	Change as follows: (HNs) informed about US military operations and activities on their soil and in conjunction with HN armed forces within the constraints of OPSEC.	Removes limiting phrase. They need to be informed even if HN forces aren't involved.	A
192	J7	M	1.10	5	26	Change to read as follows: "4. Mission Function The mission function of joint public affairs is to support the JFC by communicating truthful, unclassified information about DOD activities to DOD, US, allied, national, international, and internal audiences."	Consistency with JP 0-2, Chapter I, para 6: "Missions" are the tasks assigned by the President or Secretary of Defense to the combatant commanders." Functional areas (e.g., PA) do not have missions.	A
193	USAF	S	1.10	4	30	Change to read: "PA organizations provide <u>counsel</u> advice to the JFC..."	PAOs provide more than just advice, they provide trusted counsel enabling commanders to make informed decisions.	A
194	USN (NWDC)	M	2.00			GENERAL COMMENT: Recommend this chapter be made an appendix. Although the information is important, there is no doctrine in it and is just a regurgitation of instructions.	Relevance	R Document organization is directed.
195	USN (NWDC)	M	2.01		23	Change as follows: Commanders must view military journalists and PAO officers as a <u>critical important</u> means of reaching these audiences and key to mission success.	Use Acronym. More appropriate verbiage.	A
196	USN (NWDC)	S	2.01		26.29	Change as follows: Similarly, that same information, when conveyed to the military's internal audience, helps military personnel more clearly understand their roles and responsibilities in accomplishing their missions. Establishing the command information connection with joint forces, and especially their families, is increasingly important.	Superfluous	A
197	USMC	M	2.01		1.9	Delete this quote and replace with something less critical of the military. This is one guy's opinion and should not be supported in a JP by the Chairman. It can be argued that the government played a bigger role in having to regain credibility. This is really somewhere you do not want to go with this pub.		A Delete this vignette.
198	USJFCOM	A	2.01		22.23	Change as follows: "Commanders must view military journalists and PA officers as a critical means of reaching these audiences and key to mission success <u>Military</u>	Grammar.	M Change in item # 195 corrected this.

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<u>journalists and PA officers are the key to mission success because they are the critical means of reaching military and civilian audiences.</u>		
199	USTC		2.01	2	31	Change to read: “ we <u>PA</u> intends to operate.”	Remove first person ref—makes more objective	A
200	USAF	A	2.01	2	31	Change to read: “... we <u>PA</u> intends to operate.”	Remove first person ref—makes more objective	A
201	USN (NWDC)	S	2.02 to 2.10		1	GENERAL COMMENT: This section seems to include a number of "lifts" from other documents. Rather than regurgitate text why not just refer the reader to that publication. Additionally, the section is written in the passive voice. Use active voice.	Volume and readability.	R No specific recommendation provided.
202	J7	A	2.02	2a	3	Change to read as follows: “The Assistant Secretary of Defense for Public Affairs, in accordance with (<u>IAW</u>) Department of Defense DOD Directive (DODD) 5400.13, Joint Public Affairs Operations, is responsible for the following: . . . Planning and Execution System, Vol II: (Planning Formats and Guidance) and DOD Instruction (<u>DODI</u>) 5405.3, Development of Proposed Public Affairs Guidance (PPAG).”	Acronym needs to be established. Correct use of acronym. Acronym needs to be established.	A
203	J7	S	2.02	2d	19	Change to read as follows: " d. Establishes and exercises procedures for the administrative management, activation, and direction of the DOD National Media Pool (NMP); directs the deployment of the DOD NMP, including a representative from the JFC or supported combatant commander, and a representative from the Office of the Chairman of the Joint Chiefs of Staff Public Affairs Office, when ordered by the Secretary of Defense.”	Completeness.	A
204	J7	A	2.02	2f	33	Change to read as follows: “. . . established and controlled at the source in accordance with IAW DODD 5200.1, DOD Information Security Program and be cleared for public release in accordance with DODD 5230.9, Clearance of DOD Information for Public Release and DODI Instruction 5230.9, Security and. . .”	Correct use of acronyms. Track DODI fix throughout the publication.	A
205	USAF	A	2.02		20	General comment: The acronym “National Media Pool (NMP)” is established on this page, however in the glossary the acronym is listed as “news media pool”...which one is it?	Consistency	A Acronym represents “National Media Pool”. Change glossary to reflect this.
206	USN	A	2.03	2i	1	Inst. 5120.20 titled “Armed” or “American”	See also title to Appendix D and	Need to verify

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
	(CHINFO)						Appendix E (line 7)	this reversal.
207	USN (CHINFO)	A	2.03	2j	8	Spell out JOA	First reference	A
208	USN (CHINFO)	A	2.03	2k	12	Replace DINOS with DINFOS		Correction already made
209	USN (CHINFO)	A	2.03	2n	27	Insert “the” before “Chairman...”		There isn’t a line 27 on page 2.03.
210	USMC	S	2.03		4	Change to read: “...employment of American <u>Armed</u> Forces Radio...”	Correct terminology. DODD 5120.2 replaced a directive that had American in the title now it is Armed.	Need to verify this.
211	J7	S	2.03	2j	9	Change to read as follows: " j. Supports combatant command plans for the command information mission <u>function</u> , including the deployment of broadcast facilities from the AFRTS and distribution of print media.”	Command information is not a mission. Consistency with JP 0-2.	A
212	USN (CHINFO)	A	2.04	3c	28	Add “s” to station		Not found at this location.
213	USMC	A	2.04		40.43	Change to read: “ <i>For additional information, see DODD 5122.5, Assistant Secretary of Defense for Public Affairs (ASD(PA)); Enclosure 2, “Principles of Information,” DODD 5122.10, American Forces Information Service (AFIS); DODD 5410.18, <u>Public Affairs</u> Community Relations <u>Policy</u>; and DOD Instruction 5410.19, Armed Forces <u>Public Affairs</u> Community Relation <u>Policy</u> <u>Implementation</u>.</i> ”	Correct terminology and punctuation.	a
214	J7	A	2.04	2n	10	Change to read as follows: “planning, alert, deployment, and execute orders (<u>EXORD</u>) is in accordance with (IAW) established/emerging Office of the Assistant Secretary of Defense for Public Affairs (OASD (PA)) guidance and intent.”	Acronym needs to be established. Correct use of acronym. Track IAW fix throughout the publication.	A
215	J7	A	2.04	3a	20	Change to read as follows: “. . . prompt availability of necessary active duty and Reserve Component (<u>RC</u>) PA resources to support. . .”	Acronym needs to be established.	A
216	J7	A	2.04	3b	24	Change to read as follows: “b. Organize, train, equip, and provide active duty and Reserve Component <u>RC</u> PA. . .”	Correct use of acronym. Track RC fix throughout the publication.	A
217	USTC	S	2.04	2	6-7	Change to read: “...and the limits to, <u>embedded media procedures</u> , media ground rules and credentialing criteria.”	Completeness. Specifying procedures is/was a key element of PA guidance received from OASD/PA during OIF embedding.	A
218	USAF	S	2.04	2	6.7	Change to read: “...and the limits to, <u>embedded media</u>	Completeness. Specifying	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<u>procedures</u> , media ground rules and credentialing criteria.”	procedures is/was a key element of PA guidance received from OASD/PA during OIF embedding.	
219	USMC	S	2.05		4	Change to read: “...with a C combatant C command AFRTS P planner (CCAP), who becomes...”	Terms are not capitalized in this usage.	A
220	J7	A	2.05	4f	35	Change to read as follows: “. . . and execute orders <u>EXORDs</u> contain appropriate PA guidance.”	Correct use of acronym.	A
221	Army	S	2.05	3.	13	Add paragraph 3g: “ <u>Integrate media training and public affairs development into exercises. When possible, leverage real media interest into opportunities for exercise participants to become familiar with successfully engaging with news media.</u> ”	Accuracy. “Media on the Battlefield” programs at Army combat training centers are the only institutional collective training in media operations.	A
222	Army	S	2.05	4.	40	Add paragraph 4h: “ <u>Tasks Joint Combat Camera Center to provide released visual information products from joint operations to OASD-PA.</u> ”	Accuracy. JCCC works for the Joint Staff, and its web site can provide an invaluable source of imagery for PA operations rapidly accessible by desk officers coordinating with the Pentagon and Washington press corps.	R
223	USAF	A	2.05		28	Change to read: “Supports the Department of Defense <u>DOD</u> in explaining... ”	Not first use of acronym	A
224	USAF	A	2.05	f	37	Change to read: “...for producing proposed public affairs guidance (PPAG). ”	Not first use of acronym	A
225	USN (CHINFO)	A	2.06	5b	3	Remove the “s” from communications		Not found at this location
226	EUCOM	<u>C</u>	2.06	5j	4-5	<u>Comment:</u> This paragraph states that one of the Combatant Commander responsibilities is to “Resource, train, and direct an appropriately sized PA organization in all force packages developed to support joint operations.” Resourcing and training is a component commander responsibility. Title 10 specifically states that it is a Service responsibility to “organize, train, and equip” forces for use by Combatant Commands. <u>Recommended Change:</u> Rewrite paragraph to read, “ Program an appropriately sized PA organization in all force packages developed to support joint operations.”	Removes reference to Combatant Commander performing functions which are clearly Service responsibilities under Title 10 USC.	A Accept this recommended rewrite.
227	Army	S	2.06	5.b.	17	Add: After “...appropriate, <u>secure and non-secure communications.</u> ” After last sentence add. “ <u>Ensure adequate voice and data connectivity is established for command and</u> ”	Completeness. Change strengthens the requirement for operational comms support.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<u>control (C2) and operational employment of deployed Public Affairs elements.”</u>	During OIF, both the CFLCC and CPIC Kuwait had no functional comms with, nor visibility of forward PA elements.	
228	USN (CHINFO)	A	2.07	5i	33	Insert “their” before “family”		Not found at this location
229	USMC	S	2.07		19	Change to read: “ Establish Joint Information Bureaus (JIBs) to provide...”	Terms are not capitalized in this usage.	R
230	J7	S	2.07	5f	21	Change to read as follows: "Be prepared to coordinate US military participation in combined information bureaus (CIBs), press information centers (PICs), allied press information centers (APICs), or coalition press and information centers (CPICs), established by the responsible combined multinational force commander and supported by the contributing nations.”	Consistency with JP 3-16.	A
231	USTC	S	2.07	5	29	Change to read: ...directly involved with combat and sustainment operations. <u>Assist media representatives in embedding with military forces, in support of OASD/PA or combatant commander-sponsored embed programs.</u> In addition, geographic combatant commanders...”	Completeness. This was a core element of the combatant commanders PA responsibilities in OIF and should be anticipated as such in future operations.	A
232	USAF	S	2.07			Change quote to read: “Public <u>sentiment</u> opinion is everything. With <u>public sentiment</u> it , nothing can fail. Without it, nothing can succeed.”	Quote is incorrect. SOURCE: Lincoln-Douglas debate at Ottawa, 21 Aug 1858	A
233	USAF	A	2.07	4	23	Change to read: “..., coalition press and information centers (CPICs) ,...” (Need to add to acronym listing in JP 1-02)	Consistency with “allied press information centers”	A
234	USAF	S	2.07	5	29	Change to read: “...directly involved with combat and sustainment operations. <u>Assist media representatives in embedding with military forces, in support of OASD/PA or combatant commander-sponsored embed programs.</u> In addition, geographic combatant commanders...”	Completeness. This was a core element of the combatant commanders PA responsibilities in OIF and should be anticipated as such in future operations.	A
235	J7	S	2.08	5n	29	Change to read as follows: " n. Employ organic PA capabilities of Reserve Component (RC) units and individuals mobilized and deployed into a <u>operational area theater of operations</u> . Ensure that RC family members and hometown media are provided a continuous flow of information to dispel rumors and anxieties, sustain public awareness, and increase understanding of RC missions in the <u>operational area theater of operations</u> .”	Correct use of the acronym. A theater of operations is applicable only during war. PA is required during MOOTW.	A
236	Army	S	2.08	5.m.	22-24	Change to read: “ Ensure that <u>The Joint Combat Camera Management Team (JCCMT) ensures that all imagery that supports joint operations, not only COMCAM imagery, is</u>	Correctness. This is the function of the JCCMT as determined in OIF. Correct use of terms	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						forwarded to the Joint Combat Camera Center, DOD's central reception and distribution point for joint interest imagery. Develop procedures to ensure imagery is reviewed for security concerns <u>OPSEC</u> and all unclassified ..."	OPSEC not the generic security which may mean physical security, electronic security etc.	
237	USAF	S	2.08	6	29.30	Change to read: "...of Reserve Component (RC) units, <u>National Guard units</u> , and individuals mobilized and ..."	The National Guard is the third component of the total force structure. It must not be ignored.	A
238	J7	A	2.09	6c	27	Change to read as follows: "c. Coordinating Service component external news release products with higher headquarters (HQ) PAO."	Acronym needs to be established.	A
239	USTC	S	2.09	7	30	Change to read: "Supporting the deployment <u>and/or embedding</u> of media representatives..."	Completeness. See note 12 above.	A
240	USAF	S	2.09	7	30	Change to read: "Supporting the deployment <u>and/or embedding</u> of media representatives..."	Completeness. See note 12 above.	A
241	USJFCOM	S	2.10			Add paragraph on Functional Component responsibilities (JFACC, JFMCC, JFLCC, JSOCC).	Chapter 2 outlines Joint PA roles and responsibilities at various levels, however does not outline the roles and responsibilities of Joint PA at the functional component levels (JFACC, JFMCC, JFLCC, JSOCC). When these functional components are established, Joint PA plays a vital role and should be addressed in this document/chapter.	R
242	Army	S	2.10	7.	15	Add paragraph 7g: " <u>Establish a joint combat camera coordination cell at the JTF headquarters.</u> "	Accuracy. COMCAM and visual information assets are a scarce resource. If that resource is not managed at the JTF level, key Kodak moments will be missed. Example: First U.S. Army entry into Kosovo from Albania by the 82nd Airborne Division was not documented because COMCAM was elsewhere.	R This is situational dependent and not always required.
243	STRATCOM	A	2.12	5.c	18-20	Ensure commanders grant media representatives and military journalists all possible access to all unclassified activities on a not-to-interfere basis,	Text improperly inserted.	Not found at stated location
244	USN (CHINFO)	M	3.00			Chapters 1, 2 and 4 have lettered paragraphs and Chapters 3 has bullets and letters.	Consistency	R All chapters have bullets

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
245	USN (CHINFO)	M	3.00			“Command/Internal Information” on the draft the word command is removed but it is still used several more times in the text.	Suggest removing command from command/internal information at all occurrences for consistency and clarity.	A
246	J8	A	3.01	a	22-23	Recommend modifying sentence as indicated below: Credibility with the media is earned over decades months and years, yet can vanish overnight.	Clarity and appropriate scope.	A
247	J8	A	3.01	b	32-34	Coordination of PA and IO plans is required to ensure that both PA and IO initiatives support the commander’s overall objectives, and are consistent with DOD principles of information.	Clarity	A
248	J8	A	3.01	b.	36	Delete extra ‘space’ between words “any” and “boards.”	Format	A
249	J8	A	3.01	b.	39-40	COMCAM is a resource which is used extensively to support both IO and PA objectives, as evidenced during both OEF and OIF the most recent war on terrorism in Afghanistan.	Clarity and relevance to current operations.	A
250	USN (NWDC)	M	3.01		16.18	Change as follows: The credibility and reputation of the US military in the international media is a strategic center of gravity <u>vital</u> for combating adversary propaganda.	Interesting statement. In joint doctrine we usually refer to COGs as sources of strength for either us or the enemy. The international media isn’t “owned” by either one. Strictly speaking, it shouldn’t be referred to as COG. The intent is preserved without reference to a COG.	A
251	USN (NWDC)	S	3.01		32.33	Change as follows: Coordination of PA and IO plans is required to ensure that both PA and IO initiatives...	"both" implies there are only two initiatives. Surely there are more.	A
252	USN (NWDC)	S	3.01		39.42	Delete: COMCAM is a resource which is used extensively to support IO and PA objectives, as evidenced during the most recent war on terrorism in Afghanistan. Representatives from both PA and COMCAM must participate in weekly IO meetings to coordinate and deconflict documentation objectives.	Text seems misplaced. It looks like it was inserted as an afterthought. It disrupts the paragraphs flow.	A
253	J7	M	3.01	1b	29	Change to read as follows: "IO are actions taken to influence, affect, or defend information, information systems, and decisionmaking. IO is the use of offensive and defensive information means to degrade, destroy, and exploit an adversary’s information-based process while protecting one’s own."	Consistency with the JP 1-02 definition of the term “information operations.”	? Conflicting Recommendations
254	Army	S	3.01	1.b.	33	Change to read: “...to ensure that both <u>related activities of</u> PA and IO <u>capabilities</u> initiatives support...”	Accuracy. The elements of IO in joint documents are called capabilities not initiatives. JP 3-13 uses the terminology of PA as related activities.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
255	Army	S	3.01	1.b.	39	Change to read: “...and deconflicted within the full spectrum of operations planned IO. ”	Accuracy. No such thing as full spectrum IO. There are full spectrum operations.	A
256	Army	S	3.01	1.b.	42	Change to read: “...IO meetings to coordinate and deconflict <u>command information</u> documentation objectives. ”	Correctness. PA does not do documentations; the do counter information.	R Segment deleted by earlier comment
257	Army	M	3.01	1.b.	42-44	Change to read: “ Conversely, PA planners should ensure that PA activities and concerns are not subordinated and are clearly understood and addressed in the IO coordination process. Commander’s determine what PA activities are addressed in the IO coordination process. ”	Correctness. PA and IO both work for the commander neither is stove pipe.	M Rewrite accepted from item # 262
258	USAF	A	3.01	1	17	Delete a “t” in “...combatting...”	spelling	A
259	USAF	M	3.01		29.31	Change to read: “ <u>IO are actions taken to affect adversary information and information systems, while defending one’s own information and information systems influence, affect, or defend information, information systems, and decisionmaking.</u> ”	DODD S-3600.1(U) Information Operations and JPUB 3-13 Joint Doctrine for Information Operations define IO as “actions taken to affect adversary information and information systems, while defending one's own information and information systems.”	A
260	USAF	A	3.01	2	35	Add “s” to limitations”	spelling	A
261	USAF	A	3.01	2	39	Remove “which is” from sentence	Reads better; more compact	A
262	USAF	A	3.01	2	41	Change to read: “...both PA and COMCAM must participate in weekly IO meetings...”	There’s no way to forecast how often IO meetings will be held.	A
263	USAF	S	3.01	1.b.	42.44	Change to read: “ Conversely, PA planners should ensure that PA activities and concerns are not subordinated and are clearly understood and addressed in the IO coordination process. Though public affairs operations must be integrated, coordinated and de-conflicted with other elements of joint operations, public affairs operations are a function of command and must not be organizationally or operationally subordinated. The senior public affairs officer for joint operations should report directly to the joint force commander and have lead responsibility for all internal command information and public communication actions, including all media operations—regardless of the outlets targeted or their audience or the intended communication objective. This organizational principle founded on simplicity and unity of command must be clearly understood and implemented. ”	Joint public affairs operations require planning and execution by formally trained and experienced professionals with unique, functional expertise. Media reporting, public opinion, enemy propaganda and public affairs operations have the potential to have very asymmetric effects in the modern, global information environment. Public affairs professionals are uniquely trained for their responsibility as advisors to commanders for all matters related to media relations, public information and	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
							<p>internal/command information programs. The increasingly strategic importance of the public information battlespace and the impacts and tempo of news reporting about joint operations make this direct reporting relationship between public affairs and commanders more important today than ever. The evolution of the information operations construct and the (proper) continuing emphasis on coordinating and integrating plans and actions cross-functionally may drive some to propose alternative organizational alignments which could subordinate PA organizations and people and interfere with the strategically important, direct reporting relationship between public affairs offices and joint force commanders. Additionally, many in American government and outside critics have pointed to the strategic, national need to more assertively engage foreign audiences through foreign media—often in the region where combat forces are based or operating. Some in the IO community have argued that this dimension of public affairs operations should be executed or planned under their organizational umbrellas. Fragging the responsibility for media operations plans and actions affecting or targeting one public to one organization (IO) and plans and operations targeting other publics to another (PA) would violate the simplicity and unity of</p>	

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							command principle and chop one element of a very important and strategic mission area to personnel with only tangential or entry-level expertise in the field. The rationale for the direct report relationship between PA and joint force commanders and its vital, strategic importance should be clearly articulated in this joint doctrine publication to preempt any future proposals for what would be ineffective and dangerous alternative organizational alignments.	
264	USN (NWDC)	S	3.02		21.22	Delete: The IO coordination process should focus on synchronizing capabilities to accomplish mission objectives.	Doesn't fit scope of pub. Discussion better suited for IO JP.	A
265	USN (NWDC)	A	3.02		31.33	Change as follows: PA activities that can contribute to IO include: expediting the flow of accurate and timely information to internal and external audiences; creating an awareness of the military goals during a campaign or operation; and satisfying the desires of the internal...	Delete colon Commas not semi-colons	A
266	USN (NWDC)	A	3.02		41.42	Change as follows: The US can fully expect an <u>adversaries</u> to use the media to their own advantage by spreading disinformation...	There are more than one adversary	A
267	USN (CHINFO)	A	3.02	1	40	Change to “Information Operations (IO)”	First reference	A
268	USTC	S	3.02	3	34	Change to read: “...and external audiences to be kept informed. <u>Though communication to adversaries is not the primary intent of PA activities</u> , PA, through the media, ...”	Correctness. This clarifies a point of continuing confusion between PA and IO...as reflected in DOD’s PA fundamentals, PA’s efforts are not geared necessarily toward influencing the adversary—although that is a predictable by-product that can provide synergy to IO efforts. Conversely, military IO (which are by definition limited to objectives at the operational level and below) are predominately focused on influencing the adversary.	A
269	Army	S	3.02	1.b.	22-23	Delete the sentence: “the IO coordination process should focus on synchronizing capabilities to accomplish mission	This sentence belongs in a rewrite of JP 3-13 and not in this JP	M Deleted by # 263

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						objectives.”		
270	Army	S	3.02	1.b.	26	Change to read: “The commander should ensure the PA officer <u>engages in the staff coordination process</u> is an engaged part of the IO coordination process... ”	Correctness. All staff officers participate in staff coordination.	R
271	Army	S	3.02	1.b.	45-48	Change to read: “...and transfer information to their <u>regional</u> , international and American media. Fast, complete, and credible information provided by DOD PA activities helps <u>counter</u> disarm adversary propaganda. PA is the first line of defense against adversary propaganda. ”	Correctness. When thinking AOR, PA needs to think regional press. PA can’t disarm, as taking away arms, from adversary propaganda but can counter adversary propaganda.	M Accept replacing “disarm” with “counter”. Do not add “regional” as these are part of the international media.
272	USAF	S	3.02	3	34	Change to read: “...and external audiences to be kept informed. <u>Though communication to adversaries is not the primary intent of PA activities</u> , PA, through the media, ...”	Correctness. This clarifies a point of continuing confusion between PA and IO...as reflected in DOD’s PA fundamentals, PA’s efforts are not geared necessarily toward influencing the adversary—although that is a predictable by-product that can provide synergy to IO efforts. Conversely, military IO (which are by definition limited to objectives at the operational level and below) are predominately focused on influencing the adversary.	A
273	USAF	A	3.02	4	42	Change “their” to “its”.	Correct grammar. Modifies a singular noun (“adversary”)	A
274	USN (NWDC)	S	3.03		29	Change as follows: Public Affairs and Operations Security Synchronization	Removes superfluous verbiage. Consistency with remainder of text	A
275	USN (NWDC)	S	3.03		34	Delete: As such, it bears key responsibility for OPSEC.	Redundant	A
276	USN (NWDC)	A	3.03		42	Insert line space after line 42	Format	A
277	USN (CHINFO)	S	3.03	1	46	Change to read “...propaganda and is the first line of...”	Reads easier	A
278	USJFCOM	A	3.03		31	Change as follows: “... calls from the media and <u>the public</u> ...”	Editorial.	A
279	J7	A	3.03	Vignt	6	Change to read as follows: “. . . information had come from <u>North Atlantic Treaty Organization (NATO)</u> , <u>European Command</u> EUCOM and Washington. Supreme Allied. .	Acronym needs to be established. Acronyms do not meet guidelines.	A

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						.NATO offered up the Aviano airbase ^{AB} commander. . .”		
280	USAF	S	3.03		12.13	Change to read: “...photographs and headlines appeared in on every newspapers around the globe...”	Correctness.	A
281	USAF	A	3.03	2	31	Add: “...the media and the public...”	Grammar	A
282	USN (NWDC)	S	3.04		11.12	Change as follows: There is a natural tension between traditional OPSEC and a commander’s desire <u>for a commander</u> to use operational information to demonstrate national resolve or send a clear signal to the adversary.	"traditional" OPSEC as opposed to "non-traditional" OPSEC?	A
283	USN (NWDC)	M	3.04		21.25	Move the following to a more appropriate section of the pub (and change as follows): “Intelligence activities have the ability to quickly translate and help analyze adversary news broadcasts. This ability helps PAOs to quickly understand and anticipate adversary propaganda and disinformation. Intelligence’s historical and cultural analysis of the adversary gives PA a context from which to anticipate and get ahead of propaganda and disinformation.”	This bullet on PA’s relationship to intelligence is tucked under the larger heading concerning PA’s relationship to IO. Intelligence isn’t IO. The deleted material can be easily covered, and more simply, with the change at left.	M Delete this paragraph
284	USN (NWDC)	S	3.04		27	Move the quote beginning at line 27 to line 18.	The quote talks to OPSEC – the previous bullet. Fits at line 18.	A
285	USN (CHINFO)	S	3.04	1	29.30	Remove “...and as such, the fast... helps disarm adversary propaganda.”	Repeats the previous sentence.	Not at specified location
286	USJFCOM	S	3.04		11.13	Change as follows: “ There is a natural tension between traditional OPSEC and desire <u>for a commander’s desire</u> to use operational information to demonstrate national resolve or send a clear signal to the adversary.”	Clarity and correctness. The purpose of OPSEC is not to totally eliminate <u>all</u> sources of information, only that critical information which the enemy can use to his advantage. See JP 3-54.	M Changes used from # 280
287	USJFCOM	S	3.04 3.05		43.47 1	Change as follows: “ Public affairs should be aware of, but have absolutely no role in, deception operations. PA should be aware of the practice of military deception operations, but should have no role in these operations. Military deception includes those actions executed to deliberately mislead adversary military decision makers as to friendly military capabilities, intentions, and operations, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission. <u>Appropriate precautions must be taken to protect the reputation and integrity of PA, when IO coordination involves military deception operations.</u> ”	Clarity. PA officers, if “aware of deception operations,” could be questioned about the existence of such plans/operations by the media; knowledge of (and denial) would put the PAOs credibility at stake.	A
288	Army	S	3.04	1.b.	12	Change to read: “.... between traditional OPSEC and....”	Correctness. There is no non-	M

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
							traditional OPSEC so the word is meaningless.	Used change # 280
289	USAF	S	3.04		11.13	Delete sentence: “ There is a natural tension between traditional OPSEC and a commander’s desire to use operational information to demonstrate national resolve or send a clear signal to the adversary. ”	OPSEC supports commander’s operational strategy....this sentence suggests OPSEC counters the commanders’s desire to pass information.	M Used change # 280
290	USAF	A	3.04	5	43	Change to read: “ Public Affairs PA should be ...”	Not first time use	A
291	USN (NWDC)	A	3.05		02.04	Change as follows: The safeguarding of military deception-related information is of such high importance that it is often <u>almost always</u> classified and compartmented. This may make it difficult to coordinate with PA, <u>but</u> this does not, however, decrease the importance of this coordination.	Hyphenate More realistic adjective Add conjunction	A
292	USN (CHINFO)	S	3.05	2	30	Change to read “...very successful, there were problems in providing media coverage...”	Reads easier	A
293	USJFCOM	S	3.05		3.4	Change as follows: “This may make it difficult to coordinate with PA; however, this does not decrease the importance of coordination. <u>The PA/IO liaison (action) officer will synchronize PA operations with deception planners to prevent disseminating false information. This officer will work solely in the capacity of coordinating PA operations with IO current operations to ensure conflicts of credibility do not occur. This synchronization safeguards the essential elements of deception plans and maintains the integrity and perception of PA as truthful information source.</u> ”	Clarity and completeness. Coordination of plans and operations is a must; however, protecting credibility is paramount.	A
294	USJFCOM	S	3.05 3.06		35.39 2.3	Comment: This quote is almost exactly the same as the one on page III-2, lines 1.5. Either Rumsfeld quote makes the point, so delete one of them.		A
295	USTC	A	3.05	3	29	Change to read: “against an Al Qaeda,...”	Preceded by a word beginning with a vowel	M Deleted by # 292
296	USAF	S	3.05		7.10	Change to read: “... the integrity and perceived integrity of PA. Full understanding and effective use of established DOD PA policies and processes preclude any need for PA staffs <u>DOD members</u> to lie to the media in order to support military deception activities.”	Accuracy. DOD policy applies to all DOD members, not just PA.	A
297	USAF	A	3.05	1	4	Change to read: “with PA, † This does ...”	correctness	A
298	USAF	A	3.05	3	29.30	Change to read: “against an Al Qaeda,...”	Preceded by a word beginning with a vowel	M Deleted by # 292
299	USAF	<u>S</u>	3.05- 3.06	4	35.39 1.2	DELETE	These 5 lines are almost exactly the same as page 3.2, lines 1.5. Either set of lines makes the point.	M Deleted by # 292
300	USN	M	3.06		08.15	COMMENT: Despite the title of the paragraph, there is no	Needs more explanation	R

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
	(NWDC)					discussion of how PA and public diplomacy relate to each other.		No specific recommendation given.
301	USN (NWDC)	M	3.06		31.32	Change as follows: While PA and PSYOP <u>may</u> reinforce each other and involve close cooperation and coordination, by law DOD policy PA and PSYOP must be separate and distinct.	It isn't absolutely certain that PA and PSYOP will always reinforce one another. What law mandates this? Isn't this a policy call? If this is in law, that law should be cited in the reference section (Appendix E).	A
302	USN (NWDC)	S	3.06 to 3.07		47.02	Delete: The coordinated efforts between staff representatives in the JFC's IO coordination process will enable PA activities to be synchronized, coordinated, and deconflicted.	Superfluous	A
303	USN (CHINFO)	A	3.06	2a	9	Change to read "...combat zone. Although in the increasingly..."		Not found where specified
304	USN (CHINFO)	A	3.06	2a	10	Insert comma after "environment"		Not found where specified
305	USN (CHINFO)	A	3.06	2a	46	Remove space after "channels,"		Not found where specified
306	USMC	A	3.06		46	Change to read: "...released by PA, CA <u>civil affairs</u> (civil affairs <u>CA</u>), or PSYOP..."	Correct format for introducing an acronym.	A
307	USJFCOM	S	3.06		31.32	Change as follows: "While PA and PSYOP operations reinforce each other and involve close cooperation and coordination, by law <u>DOD policy mandates that</u> PA and PSYOP must be separate and distinct."	Clarity and correctness. Not aware of public law that governs PA and PYSOP.	M Changed by item # 299
308	USJFCOM	S	3.06		8.15	Comment: As a result of the deletions on lines 13-15, this paragraph now lacks coherence. As currently written, it only describes "public diplomacy," and no longer addresses PYSOP, which is needed for comparison and contrast (based on the paragraph heading).	USJFCOM	A Delete the double bullets on lines 10 and 31 and combine these paragraphs into one.
309	J7	S	3.06	1b	10	Change to read as follows: "Public diplomacy and psychological operations (PSYOP) are each separate functions with unique missions. Public diplomacy is an interagency governmental effort to communicate prepared messages and themes to allies and international audiences. <u>Psychological operations are planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments.</u>	Completeness. PSYOP should also be defined here.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
310	USTC	S	3.06	2	11-12	<p><u>organizations, groups, and individuals.”</u></p> <p>Change to read: Public diplomacy is an interagency governmental effort, typically led by the Department of State (DOS), to communicate prepared messages and themes <u>about U.S. national policy and strategy</u> to allies...”</p>	<p>Correctness. Military PA efforts—through and as delegated by OASD/PA—can and do address national policy and strategy at the strategic level. However these efforts absolutely MUST occur in support of a DOS-led interagency Public Diplomacy effort. Conversely, there is absolutely NO allowance made—in the current national concept of Public Diplomacy, for Information Operations to be conducted by the military at the strategic level. This is ONLY a Public Diplomacy effort that should—at all times—be devoid of any association with military influence efforts that should be limited to efforts to achieve effects on the adversary. This is one of the continuing breaking points that does, and should continue to, separate military PA activities from IO.</p> <p>Additional AMC note: Additional definition of Public Diplomacy should be obtained from the USG OPR for Public Diplomacy (Department of State) which clarifies the point that US military PA efforts and activities are primarily geared toward domestic, allied, and coalition, and internal, audiences. Military Psychological Operations are constrained toward adversary-based efforts at the operational level</p>	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
							and below, within the AO. The concurrent activities of Public Diplomacy, military PA, and Psychological Ops in the GIE presents great challenges in the efforts to coordinate and deconflict the respective efforts.	
311	Army	S	3.06	1.b.	13	Add: <u>"At the country team level, embassy public diplomacy specialists are invaluable assets to JTF and component command public affairs officers through their knowledge of local issues, media organizations, and opinion leaders."</u>	Some PAOs make the mistake of not engaging embassy PD staff early and make missteps that injure local sensitivities. Local PD staff is also an important coordination agency, and has last say on products produced during operations short of full combat.	A
312	USAF	S	3.06	2	11.12	Change to read: <u>"Public diplomacy is an interagency governmental effort, typically led by the Department of State (DOS), to communicate prepared messages and themes about U.S. national policy and strategy to allies..."</u>	Correctness. Military PA efforts—through and as delegated by OASD/PA—can and do address national policy and strategy at the strategic level. However these efforts absolutely MUST occur in support of a DOS-led interagency Public Diplomacy effort. Conversely, there is absolutely NO allowance made—in the current national concept of Public Diplomacy, for Information Operations to be conducted by the military at the strategic level. This is ONLY a Public Diplomacy effort that should—at all times—be devoid of any association with military influence efforts that should be limited to efforts to achieve effects on the adversary. This is one of the continuing breaking points that does, and should continue to, separate military PA activities from IO.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
							Additional AMC note: Additional definition of Public Diplomacy should be obtained from the USG OPR for Public Diplomacy (Department of State) which clarifies the point that US military PA efforts and activities are primarily geared toward domestic, allied, and coalition, and internal, audiences. Military PSYOPS are constrained toward adversary-based efforts at the operational level and below, within the AO. The concurrent activities of Public Diplomacy, military PA, and PSYOPS in the GIE presents great challenges in the efforts to coordinate and deconflict the respective efforts.	
313	USN (NWDC)	S	3.07		04.15	Delete: PA, CMOCA, and PSYOP messages must be coordinated and deconflicted early during the planning process and during execution. Although PA, CMO, and PSYOP messages may be different, they must not contradict one another or the credibility of all three will be lost. Although each has specific audiences, information will often overlap between audiences. This overlap makes message deconfliction crucial. Under no circumstances will public affairs personnel working in PA functions or activities engage in PSYOP activities, or vice versa. This prohibition must not preclude effective, routine PA-PSYOP staff coordination. The JFC will establish separate agencies and facilities for PA and PSYOP activities.	Redundant with other text.	A
314	USN (NWDC)	S	3.07		25	Change as follows: Public Affairs and Information Operations Synchronization	Removes superfluous verbiage. Consistency with remainder of text	M Delete 3.07 25-45 thru 3.08 1-16
315	USN (NWDC)	M	3.07		25.36	Change as follows: Public affairs should not be considered an IO discipline or an IO tool; PA activities are complementary to, yet distinct from, IO. PA activities contribute to IO by providing truthful, fact-based , accurate and timely information, using approved DOD PA-PAG, to keep the public informed about the military's missions and operations in support of military objectives , countering adversary	"fact-based" sounds deceptive and not totally honest. Is PA extraneous here? Superfluous	M Delete 3.07 25-45 thru 3.08 1-16

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						propaganda, deterring adversary actions, and maintaining the trust and confidence of the US population, and our friends and allies. PA activities affect — and are affected by — IO, and will be planned and executed in coordination with IO planning and operations, consistent with policy or statutory limitations and security. PA activities will not be used as a military deception capability or to provide disinformation to internal or external audiences. PA activities are conducted IAW existing DOD directives and policy, the DOD principles of information, and current DOD PA guidance.	Redundant. Has been reiterated often.	
316	USMC	S	3.07		38.39	Change to read: “...constraints of OPSEC, I nformation S ecurity (INFOSEC), safety...”	Terms are not capitalized in this usage.	M Delete 3.07 25-45 thru 3.08 1-16
317	USJFCOM	A	3.07		28.38	Change as follows: “...information, using approved DOD PA PAG, to keep the public informed about the military’s . . . existing DOD directives and policy, the DOD principles of information, and current DOD PAG guidance . Consistent with current DOD PAG guidance , and within the constraints of OPSEC,”.	Correctness.	M Delete 3.07 25-45 thru 3.08 1-16
318	J7	A	3.07	1c	35	Change to read as follows: “. . . existing DOD directives and policy, the DOD principles of information, and current DOD PA guidance. • Consistent with current DOD PA guidance, and within the constraints of OPSEC, I nformation S ecurity (INFOSEC), safety and privacy of US military personnel, their families and DOD civilians; PA will.”	Correct use of acronym. Correctness.	M Delete 3.07 25-45 thru 3.08 1-16
319	USAF	M	3.07 3.08	3	25-45 1-16	DELETE ENTIRE PARAGRAPH AND SUB PARAGRAPHS: e. Public Affairs and Information Operations Synchronization. Public affairs should not be considered an IO discipline or an IO tool; PA activities are complementary to, yet distinct from, IO. PA activities contribute to IO by providing truthful, fact-based, accurate and timely information, using approved DOD PA PAG, to keep the public informed about the military’s missions and operations in support of military objectives, countering adversary propaganda, deterring adversary actions, and maintaining the trust and confidence of the US population, and our friends and allies. PA activities affect — and are affected by — IO, and will be planned and executed in coordination with IO planning and operations, consistent with policy or statutory limitations and security. PA activities will not be used as a	This topic is already covered in para “b” on pages III-1 through III-2; printing it again with different language confuses the issue.	A Delete this paragraph.

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p>military deception capability or to provide disinformation to internal or external audiences. PA activities are conducted IAW existing DOD directives and policy, the DOD principles of information, and current DOD PA guidance.</p> <ul style="list-style-type: none"> ● Consistent with current DOD PA guidance, and within the constraints of OPSEC, Information Security (INFOSEC), safety and privacy of US military personnel, their families and DOD civilians; PA will: <ul style="list-style-type: none"> ○ Provide truthful, fact-based, accurate and timely information to external (domestic and international) and DOD internal audiences of US military operations and objectives. ○ Support US and international media coverage of US military operations. ○ Contribute to global influence and deterrence by making public audiences aware of US resolve, capabilities and intent. ○ Contribute to deterring attacks against the US by disseminating timely, fact-based, accurate and truthful information to the public. ○ Counter adversary propaganda with the truth. Actively use truthful, fact-based, accurate and timely public information products to respond to adversary threats, deception and lies. <p>PA end state. Reassure and maintain the trust and confidence of citizens in the US, the US military, and the international community through execution of a proactive public affairs program coordinated with IO. Ensure communication efforts and activities are coordinated with IO in a manner that allows IO and PA efforts to be in synergy. PA maintains status as a credible and preferred source of information by the media and public. PA is seen as a complementary, yet distinct, activity to IO.</p>		
320	Army	M	3.07	1c.	25-36	<p>Change paragraph to read: <u>c. Public Affairs and Information Operations Synchronization.</u> Public Affairs is a related activity to IO; PA activities contribute to accomplishment of the commander's objectives by providing truthful, accurate and timely information, using approved DOD PAG, to keep the public informed about the military's</p>	<p>Accuracy. PA support the Commander's objectives and is the commander's program - - it is not and IO tool.</p>	<p>M Delete 3.07 25-45 thru 3.08 1-16</p>

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p><u>missions and operations in support of military objectives, countering adversary propaganda, deterring adversary actions, and maintaining the trust and confidence of the US population, and our friends and allies. PA will be planned and executed in coordination with IO planning and operations, consistent with policy and statutory limitations and OPSEC. PA activities will not be used as a military deception capability or to provide disinformation to internal or external audiences. PA activities are conducted IAW existing DODD directive and policy, the DOD principles of information, and current DOD PA guidance.</u></p> <p>c. Public Affairs and Information Operations Synchronization. Public affairs should not be considered an IO discipline or an IO tool; PA activities are complementary to, yet distinct from, IO. PA activities contribute to IO by providing truthful, fact-based, accurate and timely information, using approved DOD PA PAG, to keep the public informed about the military's missions and operations in support of military objectives, countering adversary propaganda, deterring adversary actions, and maintaining the trust and confidence of the US population, and our friends and allies. PA activities affect—and are affected by—IO, and will be planned and executed in coordination with IO planning and operations, consistent with policy or statutory limitations and security. PA activities will not be used as a military deception capability or to provide disinformation to internal or external audiences. PA activities are conducted IAW existing DOD directives and policy, the DOD principles of information, and current DOD PA guidance.</p>		
321	USN (NWDC)	S	3.08		04.05	Delete: •• Contribute to deterring attacks against the US by disseminating timely, fact-based, accurate and truthful information to the public.	This is too much of a reach, plus there are already too many instances of "timely, fact-based, accurate and truthful information to the public". Truthful and fact-based are redundant.	A
322	USN (NWDC)	S	3.08		07.08	Change as follows: Actively use truthful, fact-based , accurate and timely public information products...	Truthful and fact-based are redundant.	A
323	USN (NWDC)	M	3.08		11.16	Delete entire discussion of PA end-state . The only end state that matters is the JFC's. “PA end-state. Reassure and maintain the trust and	Note the JP 1-02 definition of end state. Also, does PA ever really need to achieve an “end state?”	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						confidence of citizens in the US, the US military, and the international community through execution of a proactive public affairs program coordinated with IO. Ensure communication efforts and activities are coordinated with IO in a manner that allows IO and PA efforts to be in synergy. PA maintains status as a credible and preferred source of information by the media and public. PA is seen as a complementary, yet distinct, activity to IO."	When does PA every end? A previous sentence (page 3-06, line 35) spoke to the ensuring the PA and IO messages were "consistent." Here, the pub is saying they must be "in synergy." Neither notion is acceptable. The two "messages" need to be coordinated so that one doesn't undercut the credibility of the other. Synergy and consistency are great if it happens to work out that way given the commander's independent requirements for PA and IO but the doctrine can't mandate that level of agreement between the two disciplines.	
324	USN (NWDC)	S	3.08		43.45	Delete: Normally, when there is both a joint force PAO and a JIB director, the JIB director supports the JFC through the joint force PAO.	Redundant with lines 33-35 in same paragraph.	A
325	USN (CHINFO)	S	3.08	2b	16	Spell out "NMP"	First reference	Not at specified location
326	USN (CHINFO)	A	3.08	2c	28	Add period after "operation"		Not at specified location
327	USN (NWDC)	S	3.09		23.27	Change as follows: Each JFC's PA program includes the responsibilities to conduct media relations, plans and logistics, internal information programs, and community relations activities, as appropriate. Each of these functions has a part to play in each joint operation although they will vary with each mission.	Accuracy and simplicity.	A
328	Army	S	3.09	2.	18	Add paragraph 2c: <u>"Public affairs planners must look beyond their own areas of responsibilities to ensure critical functions are established and function properly. Coordination of communications requirements with J6 staff is critical to ensure JIBs/CPICs have essential secure and nonsecure voice and data communications as early as possible. Coordination with J3 operations and J37 information operations staff on employment of visual information capabilities and release procedures will provide imagery that will serve as a combat multiplier for public affairs operations."</u>	Accuracy. PAOs focus their attention on PA paragraphs and annexes/appendices of the plan, but neglect critical related functions.	R
329	USN (NWDC)	S	3.10		2.03	Delete: It is located with the headquarters element with its media center located within a secure area.	Superfluous.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
330	USN (NWDC)	S	3.10		03.04	Delete: The communications capability of this organization should meet operational requirements.	Not required	A
331	USN (NWDC)	S	3.10		12.13	Change as follows: While the Internet continues to provide new public information opportunities, m Military public information...	First part of sentence has no relevance to the rest of the para	A
332	USN (NWDC)	A	3.10		21.23	Change as follows: Plans should include specific provisions for each phase of the operation, and, as appropriate, the inclusion of media on deploying aircraft and ships.	Comma goes before "and"	A
333	USN (NWDC)	S	3.10		F3.01	Move the "OPS/IO" and "CMO" boxes off to the side. Although they are in red and the lines are dotted, their placement may erroneously suggest to some readers that they are part of the "Joint Force Public Affairs Organization."	Clarity	R
334	USN (CHINFO)	S	3.10	4b	37	Replace "They" with "The media"	Clarifies who you are referring to.	Not found at specified location
335	USJFCOM	S	3.10		23	Change as follows: "... inclusion of embedding media on deploying aircraft, and ships, and units. "	Current lexicon.	A
336	J7	S	3.10	Fig	III-1	Change to read as follows: " Civil Affairs/ Civil-Military Operations"	Correctness.	A
337	USTC		3.10	Fig III-1		Correct Misspelling: "Information Operations"	Spelling	A
338	Army	M	3.10	Fig III-1		Change: The lines from the "Joint Force Public Affairs Officer to the "Plans" Box from a solid line meaning "Operational Control" to a dashed line meaning "Coordination". Place the IO box to the Left of the JFC box and draw a solid line between JFC and IO boxes. Place Combat Camera OPCON to IO.	Accuracy. Cannot find a discussion of PA Plans box. The lines subordinate to Plan Box to Operations and Information Operations are dashed meaning coordination. Therefore the line from the JF PAO to the Plans box should also be a dash line. This is input from OIF IO officer.	R The JF PA does have operational control of his plans shop. Not aware of any policy or directive placing CC OPCON to IO.
339	Army	A	3.10	3.a.	3	Replace: "should" with "must."	Asserts the requirement for communications.	R
340	USAF	S	3.10	3	23	Change to read: "... the inclusion of embedding media on deploying aircraft, ships and with units. "	The media embed program was very effective and must be utilized in as many types of operations as possible.	M Change made by # 331
341	USN (NWDC)	A	3.11		09.10	Change as follows: ...participation of military forces in a joint operation.	Superfluous	A
342	USN (NWDC)	A	3.11		13	Change as follows: During a joint operation, e Commanders should consider...	Superfluous	A
343	USN (NWDC)	A	3.11		28.29	Change as follows: During the initial stages of an operation, AFRTS-staffed radio assets should be considered as one of the most timely channels means to get the combatant...	Hyphenate Verbiage	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
344	USN (NWDC)	A	3.11		38.40	Change as follows: In bare base environments, PA can employ an AFRTS small satellite system to monitor current radio and television news coverage, obtain electronic copies of DOD products such as the "Early Bird" and "Stars and Stripes Lite",...	Radio and TV coverage is always "current" Use quotes with journal titles.	A
345	USN (NWDC)	A	3.11		44.45	Change as follows: When military families are kept informed, the affected Service members is are more focused...	There are many affected service members	A
346	Army	S	3.11	3.a.	19	Delete: That part of the sentence that reads, "COMCAM assets will be resourced to support the PA's command information mission." Move the sentence to Para 1c on page 3.07.	Accuracy. COMCAM is the commanders tool and is not tasked by the PAO it is OPCOM to the IO officer. This is input from OIF. IO officer and COMCAM.	R
347	USN (NWDC)	A	3.12		22.24	Change as follows: However, the community relations function in communities around or near home stations that are affected by force deployments remains a unit or installation PA responsibility during joint operations .	Redundant and superfluous Superfluous use of "joint operations".	A
348	USN (NWDC)	S	3.12		36	Change as follows: An information bureau is a single point of interface between central location where the military and media interact representatives covering operations.	More accurate and simpler statement. The information bureau is not the single location for interaction between the media and the commanders/forces.	A
349	USN (NWDC)	A	3.12		45.46	Change as follows: ...or a CIB, North Atlantic Treaty Organization (NATO) PIC...	Acronym is sufficient	A
350	JFCOM	A	3.12		7	Change as follows: "when US troops on the stalemated... "	Grammatical	A
351	USAF	A	3.12		7	Change to read: "when US troops on the stalemated..."	typo	A
352	USAF	A	3.12	3	27	Spell out the acronym 'RC'	No earlier reference explaining what this means; wrong assumption that all readers will know it means reserve component	A
353	USN (NWDC)	A	3.13		02	Change as follows: From time to time, commanders will <u>may</u> find it necessary to establish and operate...	No guarantees here	A
354	USN (NWDC)	A	3.13		16.17	Change as follows: In small JIBs, each assigned staff members may be responsible for more than one function.	No guarantee that each member will have more than one function	A
355	USN (NWDC)	S	3.13 to 3.15		19.26	GENERAL COMMENT: Entire text could be deleted as it is more TTP than doctrine.	Scope	R
356	USN (NWDC)	A	3.13		23.24	Change as follows: The Deputy JIB Director performs these functions in the absence of the JIB Director and assists...	Superfluous.	A
357	USN (NWDC)	A	3.14		04	Change as follows: ...oversees the operation of the JIB and asensures the Integration...	Better verb	A
358	USN (NWDC)	S	3.14		07.08	Change as follows: These tasks are critical <u>vital</u> elements of the PA process and must be performed to ensure success.	Better verbiage	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
359	USN (NWDC)	S	3.14		11.12	Delete: At a minimum, this process should include a debrief of departing JIB staff members.	Motherhood, not doctrine	A
360	USN (NWDC)	S	3.14		14.19	Change as follows: As part of operations, COMCAM is uniquely trained to perform in a variety of combat environments (i.e., divers/aircrew/ e.g., under water and airborne, etc.) unsuitable for those without specialized training. COMCAM documentation is often the only source for this type of imagery, much of this imagery is unclassified and after a security review is made available to PA for release to the external media.	Use of unique is trite Divers and aircrews are not environments. Redundant with other text.	A
361	USN (NWDC)	A	3.14		24	Change as follows: The administrative officer provides broad administrative support...	Superfluous	A
362	USN (NWDC)	S	3.14		28.31	Delete: The section provides administrative and logistic support to the JIB, including input to “plans of the day,” other required routine reports to the command, mail and administrative runs, supply functions, transportation scheduling, and interface with logistic cells.	Provides level of detail not in other paragraphs	A
363	USN (CHINFO)	A	3.14	4c	10	Remove “myriad”	Fluff	Not at specified location
364	USN (CHINFO)	S	3.14	4c	11.12	Change to read “...summaries that list media support activities, media reporting analysis, and theme/message development.”	Reads easier.	See 359
365	USN (CHINFO)	A	3.14	4c	14	Insert (J3) after “operations officer”		See 359
366	USMC	S	3.14		14	Change to read: “...from the JTF <u>operations directorate of the joint staff (J-3) branch.</u> ”	First use of acronym needs to be identified, may not be a JTF.	A
367	J7	A	3.14	3c	14	Change to read as follows: “•• The COMCAM section receives operational taskings from the JTF <u>operations directorate of a joint staff (J-3) branch.</u> ”	Acronym needs to be established.	A
368	Army	M	3.14	3a	14-22	Delete: The entire double billet paragraph from the numbered paragraph 3a Public Affairs Management and move it to paragraph 1b, Information Operations. Once moved change the sentence “The COMCAM section receives operational takings from the JTF J-3 branch. To read “...tasking from the IO officer. Line 14. Change the sentence “... is unclassified and after a security review <u>by the JCCMT</u> is made available...”	Accuracy: Results from experiences in OIF by the IO officer. Results from experiences in OIF by the IO officer and a COMCAM NCO.	R Not verified by policy guidance or directive.
369	USN (NWDC)	S	3.15		05.08	Clarify: Close liaison should be established between the JIB and key elements of the joint force headquarters such as the operations officer (J-3), IO planning Joint Information Operations cell, intelligence officer, and the <u>joint special operations task force.</u>	Why is JSOTF singled out as a task force with which to be consulted? Reason is unclear.	This statement is not meant to be all- inclusive. The phrase “such as” indicates that

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
								these are examples...there could be more.
370	USN (NWDC)	A	3.15		21.22	Change as follows: Additionally, the JIB director may elect to send liaison teams consisting of individuals with the relevant...	Superfluous.	A
371	USN (NWDC)	S	3.15		35.40	Change as follows: This person should be familiar with the latest DOD policies governing web usage, posted at http://www.defenselink.mil/admin/dod_web_policy_12071998.html . The main support of this page should come from the commander's home station Public Affairs Office in a "reachback" arrangement, but limited technical support can also come from deployed command, control, communications, and computer system personnel.	Superfluous information that may prove to be inaccurate within the life expectancy of this pub (e.g. the "address" could change).	A
372	USN (CHINFO)	M	3.15	4c	4.18	The paragraph begins with admin officer duties then moves to defining the duties of the admin section.	Admin officer duties are defined as broad administrative support and the admin sections relationship to the admin officer is not clearly defined. Suggest two separate paragraphs.	Not found at specified location
373	USN (CHINFO)	S	3.15	4c	30	Change to read "...In cases where escorts are required,..."	Reads easier	Not found at specified location
374	USN (CHINFO)	S	3.15	4c	32	Change to read "If a security review is required..."	Reads easier	Not found
375	USN (CHINFO)	A	3.15	4c	41.44	Sentences seem long and may confuse the reader.		No specific comment made
376	USMC	S	3.15		6.7	Change to read: "...officer (J-3), Joint Information Operations cell,..."	Terms are not capitalized in this usage.	A
377	J7	A	3.15	3c	6	Change to read as follows: "... joint force headquartersHQ such as the operations officer (J-3), IO planning Joint Information Operations cell, intelligence officer, and the joint special operations task. . ."	Correct use of acronyms. Track HQ fix throughout the publication. Correctness.	A
378	USAF	A	3.15	2	36-37	Change to read: "posted at http://www.defenselink.mil/admin/dod_web_policy_12071998.html http://www.defenselink.mil/webmasters/policy/dod_web_policy_12071998_corrections01112002.html "	Accuracy. Link shown is incorrect	See # 367 Do not include this address.
379	USN (NWDC)	A	3.16		16	Change as follows: When covering any story, the media will instinctively seek out a central source of information.	Accuracy. It isn't instinctive, it is because of training and experience	A
380	USAF	A	3.16	Photo captio	0	Change to "...of the M H-130 Combat Shadow..."	Accuracy. Rescue wings, including the 129 th RQW, fly the	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
				n			HC-130 Combat Shadow.	
381	USN (NWDC)	S	3.17		01.02	Delete: These individuals support the joint force by serving as facilitators to assist the media.	Not necessary.	A
382	USN (NWDC)	A	3.17		15.16	Change as follows: The JIB should also provide materials to the Services' hometown news centers and Services' PA offices.	Redundant	A
383	USMC	S	3.18		4.5	Change to read: "...directly for the C ommander Allied Joint F o rce (COMAJF), and is..."	Terms are not capitalized in this usage.	A
384	J8	A	3.19	4a	47	Replace "Commader" with "Commander."	Correctness.	A
385	USN (NWDC)	A	3.19		41.44	Change as follows: ...in sufficient time for all required coordination to be complete, and initial PAG published in conjunction with the receipt...	Insert comma	A
386	USN (NWDC)	A	3.19		47.48	Change as follows: ...the C ommander, Joint Task F o rce's (CJTF's) PA staff...	Lower case. Correct spelling error.	A
387	USN (CHINFO)	A	3.19	5a	34	Insert "(PAG)" after "Planning"	First reference	Not found
388	USN (CHINFO)	A	3.19	5a	47	Insert "(PPAG)" after "Guidance"	First reference.	
389	USMC	S	3.19		47.48	Change to read: "...deployment, the C ommander Joint Task F o rce's (CJTF's) PA staff..."	Terms are not capitalized in this usage.	A
390	J7	S	3.19	4a	41	Change to read as follows: "Initial PPAG should be developed by the combatant commander in advance of JTF activation and forwarded to OASD(PA) in sufficient time for all required coordination to be complete and initial PAG published in conjunction with the receipt of an execution <u>execute</u> order by the combatant commander, or at the latest, prior to the start of any deployment activities (i.e., in conjunction with publication of orders)."	Correctness.	A
391	J7	A	3.19	4a	44	Change to read as follows: "... conjunction with the receipt of an execution order <u>EXORD</u> by the combatant commander, or at..."	Correct use of acronym.	A
392	USAF	A	3.19	3	47	Incorrect spelling of "Commander". Need to add an "n".	Typo	A
393	STRATCOM	S	3.20		21	a clear understanding of what the President and Secretary of Defense hopes to achieve by	NCA is no longer used.	Not found at specified location
394	J7	S	3.20	4a	6	• The OASD(PA) will staff the PPAG and issue a PAG message either approving, <u>approving</u> with modifications, or disapproving the PPAG."	Correctness.	A
395	USN (NWDC)	A	3.21		11.12	Change as follows: When embedding media, it is essential that embedding -specific ground rules...	Redundant	A
396	Army	S	3.21	Fig		Add the following: "Voice and Data Communications	Correctness. PA cannot operate	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
				III-4		<u>Resources.</u> "	in today's environment without effective communications	
397	USN (NWDC)	A	3.22		17	Change as follows: ...to enhance both operational and PA missions.	"both" implies there are only two mission. There are many.	A
398	USN (NWDC)	A	3.22		20.23	Change as follows: ...products may be made available for distribution to media representatives and military journalists. This is particularly helpful for the JIB as COMCAM teams often have access to events and areas unavailable to <u>other personnel</u> media representatives and military journalists.	Eliminate redundancy with previous sentence	A
399	J7	A	3.22	4a	4	Change to read as follows: "Combat Camera. The mission of COMCAM is to provide <u>the</u> Secretary of Defense, Chairman of the Joint Chiefs of Staff, Military Departments, and. . ."	Correctness.	A
400	J7	M	3.22	4a	16	Change to read as follows: "The deployment of joint COMCAM teams offers the JFC a sophisticated capability to enhance both operational and PA missions functions. Combatant commanders should plan for sufficient COMCAM assets to accomplish both of these important missions functions."	These are not missions.	A
401	Army	S	3.22	4.a.	4-10	Delete the bullet from paragraph 4a Public Affairs Planning Considerations and move the bullet to paragraph 1c, Information Operations. Once moved keep the correction as made.	Accuracy. Results from experiences in OIF by the IO officer and a COMCAM NCO.	R
402	Army	S	3.22	4.a.	2	Add the following: <u>"When kept current, the command's web page can be an invaluable tool for handling a high percentage of repetitive media and public queries for releasable news and information. If media covering military operations learn the web page is a good first place to check for breaking news, public information staff time is conserved to answers not addressed by posted information, or when the media need a named spokesperson for their story or broadcast."</u>	U.S. European Command had a highly effective web site with a high quantity of current information. A relatively small number of web-trained action officers were able to handle hundreds of media queries in a short period of time when the media could pull the lion's-share off the web site first.	R
403	USN (NWDC)	A	3.23		09.11	Change as follows: The COMCAM Headquarters Management Team ensures that both internal imagery requirements and imagery requests...	"both" implies there are only two requirements or requests.	A
404	USN (NWDC)	A	3.23		28.29	Change as follows: ...AFRTS assets offers the JFC and PAO <u>an important</u> unique means to communicate immediately and directly to DOD personnel in the JOA, as well as <u>to</u> DOD personnel...	Better verbiage Insert proposition.	A
405	USN (NWDC)	A	3.23		32.34	Change as follows: ...radio service to bare-base and forward areas, with television considered for rear areas, and further expanded as a JOA matures.	Insert comma	A
406	USN	A	3.23		44.46	Change as follows: ...range of deployable equipment systems,		A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
	(NWDC)					from small unmanned satellite radio and television decoders used to provide service at small base camps or messing areas, to large scale network radio and television systems.	Insert comma	
407	USN (CHINFO)	S	3.23	5a	18	Add midshipmen after “cadets”		Not found
408	USN (CHINFO)	A	3.23	5a	46	Insert “(CCAP)” after “Planners”		Not found
409	Army	S	3.23	4.a.	4-10	Delete the bullet from paragraph 4a Public Affairs Planning Considerations and move the bullet to paragraph 1c, Information Operations. Once moved change line 2 to read, “...are operationally controlled by the IO Officer and support the entire...ensure that the <u>Commanders</u> imagery requirements be identified...”	Results from experiences in OIF by the IO officer and a COMCAM NCO. COMCAM is a commanders tool not just PA’s.	R
410	Army	S	3.23	4.a.	23	Add the following: “ <u>Command Information planning must consider information product formats, production and distribution methods.</u> ”	Completeness. Distribution of CI products is often problematic. A newsletter that no one sees is of little value.	A
411	USAF	S	3.23	1	6	Change to read: “...to the JIB director or <u>appropriate PA officer in order to meet time-sensitive media requirements.</u> ”	Provides flexibility in cases where JIB director is not close-by	A
412	USN (NWDC)	A	3.24		01	Change as follows: ...with video news-gathering capability...	Hyphenate	A
413	USN (NWDC)	A	3.24		04	Change as follows: CCAPs are assigned to each combatant command...	Acronym by definition is singular. Need to make it plural	A
414	USN (NWDC)	A	3.24		07.08	Change as follows: Additionally, the CCAP should coordinate <u>be included in PA deliberate planning efforts to propose and coordinate</u> AFRTS capabilities.	You don't "coordinate on" anything. Make less awkward.	A
415	USN (NWDC)	A	3.24		10.12	Change as follows: AFRTS outlets may not be used for any type of political purpose or PSYOP, and may not produce or broadcast programming to serve interests other than <u>that of</u> the DOD internal audience.	Grammar	A
416	USN (NWDC)	A	3.24		17	Change as follows: PA planners should consult with HN governments (if sovereign any) ...	Don't believe sovereignty is important	A
417	USN (NWDC)	A	3.24		25.26	Change as follows: In future operations US military forces will rarely work alone to solve an international crisis.	This is already our policy, not just for the future.	A
418	USN (NWDC)	A	3.24		31.32	Change as follows: ...members of the US diplomatic mission or embassy that who work directly...	Things take "that". People take "who".	A
419	USN (NWDC)	A	3.24		33.34	Change as follows: ...national policy within each foreign country under <u>the</u> direction of the ambassador.	Insert article	A
420	USN (NWDC)	M	3.24		38.39	Change as follows: The US Ambassador <u>Chief of Mission</u> , as the senior US representative in each HN	Accuracy, there may not be an Ambassador.	A
421	USMC	A	3.24		4	Change to read: “CCAPs are assigned...”	Correct form of acronym.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
422	J7	A	3.24	4a	28	Change to read as follows: “. . . addition to host nation <u>IN</u> sensitivities, JIB staff should also be cognizant of allied and/or. . .”	Correct use of acronym.	A
423	USAF	A	3.24	1	1	Place hyphen between “news” and “ gathering” to read “news-gathering”	Correct grammar (compound modifier)	A
424	USN (NWDC)	A	3.25		05.05	Change as follows: ...there may be coordination requirements with <u>international organizations</u> such as the UN High Commission on Refugees and organizations such as the International Committee of the Red Cross, as well as others.	Redundant, and both are international organizations.	A
425	USN (NWDC)	M	3.25		15	Change as follows: It helps the US coordinate its messages and “get out in front of a crisis,” rather than taking a reactive stance (<u>a passive or responsive public affairs policy</u>). The idea is to pro-actively provide information to the media, with one organized and orchestrated effort to get DOD messages across through all relevant USG agencies (<u>an active public affairs policy</u>).	The terms “active public affairs policy” and “passive or responsive public affairs policy” were deleted from the glossary because the terms weren’t used in the body of the second draft. That’s consistent with JP editorial rules however the glossary entry went on to state that once this pub is approved these term will be pulled from JP 1-02. THESE ARE STILL WIDELY USED TERMS – at least within the Navy PA community – and we object to removing them from JP 1-02. This pub basically embraces these concepts here in Chapter III without employing the terms. Rather than deleting the term from the joint dictionary we need to ensure they’re used in the pub AND included in the JP 3-61 glossary.	A
426	USN (NWDC)	A	3.25		22.23	Change as follows: Information from the interagency process, the DOD, and various levels of command...	Not necessary	A
427	USN (NWDC)	A	3.25		40.41	Change as follows: Commanders should realize that the formation of a pool places additional media support requirements on the organization.	Redundant with theme of sentence	A
428	USMC	S	3.25		5	Change to read: “...the UN <u>United Nations Office of the High Commissioner on for Refugees (UNHCR)</u> and organizations such as...”	Correct terminology and acronym since it is used again in text of pub. This office was established 14 December 1950 by the UN General Assembly and has not changed their name.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
429	J7	A	3.25	4b	2	Change to read as follows: “ Civil military operations <u>CMO</u> encompass the activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental. . . Civil affairs <u>CA</u> perform CA activities to. . .”	Correct use of acronyms.	A
430	J7	S	3.25	4a	3	Change to read as follows: "In foreign humanitarian assistance (FHA) operations, there may be coordination requirements with NGOs international organizations such as the UN High Commission on Refugees and organizations <u>such as</u> the International Committee of the Red Cross, as well as others."	The Red Cross is an IO.	A
431	USN (NWDC)	A	3.26		07.08	Change as follows: Prior identification and training of <u>PA</u> personnel in exercises is essential...	Although "PA" is used excessively in this paragraph, I think it needs to be included here for specificity.	A
432	USAF	A	3.26			Change caption to read: “ Department of Defense <u>DOD</u> National Media Pool Support ”	Not first time use of acronym	A
433	USN (NWDC)	A	3.27		01	Change as follows: Since <u>Because</u> operation plans and events...	"since" implies time.	A
434	USN (NWDC)	A	3.27		12.13	Change as follows: PA planning should reflect that curve <u>trend</u> .	No curve here.	A
435	USN (NWDC)	A	3.27		13.14	Change as follows: Specific missions, described below, involve unique issues...	"unique" is trite. Everything is unique in some way	A
436	USN (NWDC)	S	3.27		17.19	Delete: US military forces must be prepared to respond to a wide variety of situations, including the use of force to achieve national, multinational, or HN objectives.	True, but superfluous	A
437	USN (CHINFO)	A	3.27	5b	1	Remove the “s” from “peaks”		Not found
438	USMC	A	3.27		Fig 3-6	Should the left box be “Peace Support Operations”?		Change to “Peace Support Operations”
439	JFCOM	M	3.27	5B	4.17	Comment: This paragraph still requires reorganization, or as a minimum, it should be revised to accurately reflect the contents. The second bullet is titled “War and MOOTW”, but all the subsequent discussions are limited to MOOTW. Additionally, the only references provided in this section are the JP 3-07 series, which further reinforces the fact that this whole paragraph (5b is really about [specific] MOOTW. As such, the rationale in the RSD adjudication does not pass a reality check, i.e., if the “entire pub addresses PA support during war, then why is this [sub] paragraph heading the only such title in the “entire” pub that uses the term?		M Make the changes entered below the JFCOM comments.

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p>*"Entire pub addresses PA support during war. Preceding paragraph indicated that there were "specific missions" to be addressed as part of the PA planning process. This signifies that only specific missions would be addressed...not all 12."</p> <p>Change as follows: b. Public Affairs Support to Military Operations Other Than War (MOOTW)</p> <p>PA planning should reflect that curve.</p> <p>US military forces...</p>		
440	JFCOM	M	3.27		4.17	<p>Change as follows:</p> <p>"Public Affairs in support of MOOTW"</p> <ul style="list-style-type: none"> Commanders should ensure...planning should reflect that curve. Specific <u>MOOTW</u> missions, described below, involve unique" US military forces must be prepared 	Correctness and clarity: titles now accurately reflect contents of paragraph 5b	M See item # 435. These changes respond to both # 435 and # 436.
441	USN (NWDC)	S	3.28		14.16	Change as follows: Foreign Humanitarian Assistance. These missions, conducted outside the US, its territories, and possessions, involve a delicate balance of political and military objectives. FHA missions will include operational...	Redundant. Foreign means outside the US. Use present tense here	A
442	USN (CHINFO)	A	3.28	5b	15	Insert "(FHA)" after "Assistance"		A
443	USN (CHINFO)	S	3.28	5b	19	Insert "/Red Crescent" after "Red Cross"	PC	R
444	USMC	S	3.28		17.18	Change to read: "...the UN High Commission on Refugees <u>UNHCR</u> or the Red..."	Correct acronym.	R This spelled out because it is the first use of this term
445	USN (NWDC)	A	3.29		11	Change as follows: A number of factors are unique <u>specific</u> to CD...	"unique" is trite	A
446	USN (NWDC)	A	3.29		25.26	Change as follows: ...Joint Interagency Task Force and/or JTF PA offices (or their equivalents) will coordinate PA actions with appropriate combatant command PA...	Too many uses of PA in one sentence.	A
447	USN (CHINFO)	M	3.29	5b	3	Should include food drops to Afghanistan	Most recent successful FHA	R All examples of military support to FHA were omitted.

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
448	EUCOM	M	3.29	4.b	11	<p><u>Comment:</u> The publication states “A number of factors are unique to [Counter Drug] CD operations. Most significantly, there are legal and law enforcement aspects of CD that are extremely sensitive and generate additional concerns in the release of information to the public. The inappropriate release of information could threaten the personal safety of military personnel, civilian law enforcement officials and other participants, pending judicial cases, and the security of intelligence systems and sources.”</p> <p><u>Recommended Change:</u> Change or add text in red to restate as, “Several factors are unique to [Counter Drug] CD operations. Most significantly, there are legal and law enforcement aspects of CD operations that are extremely sensitive and generate additional concerns in the release of information to the public. As with all operations requiring security, inappropriate release of information could threaten the personal safety of military personnel and also, in the case of CD operations, civilian law enforcement officials and other participants, pending judicial cases, and the security of intelligence systems and sources.”</p>	The threat to military personnel created by inappropriate release of information is not at all unique to CD ops. The critical nature of OPSEC is an ongoing theme throughout the document, but this section mistakenly isolates issues of disclosure as “unique to CD operations.” The only unique element requiring emphasis in this section is the impact of inappropriate release of information on “civilian law enforcement officials and other participants...”	A
449	USN (NWDC)	S	3.30 to 3.31		25.16	<p>Recommend re-ordering paragraphs as follows:</p> <ul style="list-style-type: none"> ** The agency and/or... ** DOD components... ** Release of information... ** Joint press conferences... ** Certain training missions... ** Internal release... 	Ideas are grouped together better	A
450	USN (CHINFO)	A	3.30			Federal; lower case the “f” in all occurrences.		M This has already been changed.
451	STRATCOM	A	3.30	3.e	24-25	They are therefore able to serve a dual role of reporting to the American people and to audiences important to the overall coalition or alliance to which the US may belong.	Grammar. A sentence should not end with a preposition.	A
452	USN (CHINFO)	S	3.31	5b	33	Change to read “...department of Justice prior to its public release.”	Reads easier.	Not found at stated location.
453	USN (NWDC)	S	3.32		04.05	Change as follows: as much information to the public about DOD activities as possible, consistent with OPSEC, technology security, and INFOSEC.	This caveat has been repeated sufficiently	A
454	USN (NWDC)	A	3.32		25.26	Change as follows: ...forces are employed, the Department of Defense DOD provides...	Use acronym	A
455	USN	A	3.32		30.31	Change as follows: The Department of State coordinates PA		A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
	(NWDC)					during terrorist incidents overseas. The Department of State <u>It</u> may delegate...	Redundant	
456	USN (NWDC)	A	3.32		43.46	Change as follows: The m Media representatives should not have direct access to hostages, hostage takers, communications nets, or anyone directly involved in a terrorist incident unless the PAO has cleared such contact with OASD(PA) and/or <u>the</u> lead federal agency.	Style Insert article	A
457	USN (CHINFO)	S	3.32	5b	31.32	Change to read “PA, located in both the operations center and the media center,…”		M Changed by # 451.
458	USMC	S	3.32		12	Change to Read: “ <u>Identify</u> <u>Publicize</u> terrorist activities as criminal acts not justifying public support.”	Correct terminology.	M Accept # 455 recommendation.
459	J7	S	3.32	4b	12	Change to read as follows: “: •• Identify terrorist activities as criminal acts not justifying public support. •• PA programs are <u>designed to</u> reiterate US policy on terrorism, which identifies all terrorist acts as criminal acts <u>not justifying public support</u> , mandates no concessions to terrorists, refuses to pay ransom, and isolates those nations identified as fostering terrorism.”	Clarity.	M Remove the double bullets from the paragraphs beginning on lines 12, 14 and 18. Replace these paragraphs with those given in this recommendation. Notice the third bullet is deleted and no longer a part of this text.
460	USAF	A	3.32		10	Comment: It appears a paragraph header is missing on this page. “Combatting Terrorism” para ends with “PA programs are designed to:” and then lists 3 sub-bullets all beginning with a verb. The next 5 sub-bullets (starting with line 21) seem to be independent clauses. A separation is needed between these sub-bullets.	Rewrite the section so that the last 5 bullets stand alone or begin each with a verb and follow through on “PA programs are designed to:....”	M Corrected by item # 456.
461	USN (NWDC)	S	3.33		22.23	Change as follows: ...environment, including afloat, as was done in the Liberia NEO in April of 1996 and the Sierra Leone NEO in May of 1997.	Unnecessary	A
462	USTC		3.33	3	22-23	Change to read: “...April of 1996 and... May of 1997.”	Reads better; more compact	M Corrected by # 457.
463	USN (CHINFO)	S	3.34	5e	20	Change to read “...classified as Civil Military Operations (CMO).”	No earlier reference to CMO.	Not found on the page and line specified.

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
464	USAF	A	3.34	1	13	Remove “which is” from sentence	Reads better; more compact	A
465	USN (NWDC)	A	3.35		13.16	Change as follows: ...coordination takes place through other agencies; such as the IO cell, on a regular basis. A CMOC is the JFC’s nerve center <u>venue</u> for CMO and coordination with other non-DOD agencies. CMOC members are primarily CA personnel, augmented by other DOD and non-DOD (i.e. e.g. , Department of State,...	Delete comma. Better verbiage Usage	A
466	USN (NWDC)	A	3.35		19.21	Change as follows: CA personnel performing supporting CMO and PA personnel be conducting operations throughout the combatant commander’s area of responsibility. PA personnel have the responsibility to deal with local media outlets and will assist other units...	Present tense Present tense	A
467	USN (NWDC)	A	3.35		25.28	Change as follows: CA elements will assist with dislocated civilians, public administration, public health, and public works in concert with local authorities. By their nature, their missions and their normally positive results are of interest to the local populace and their media representatives.	Present tense Not necessary	A
468	USN (CHINFO)	A	3.35	5f	16	Insert a comma after “results”		M Corrected by # 461.
469	USN (CHINFO)	M	3.36-37	6	8.48/ 1.47	Move IO section to end of Chapter III	Puts all IO stuff in one place and gives focus as one aspect of PA - not a primary function	R The segment identified by this comment does not address IO. It begins with a paragraph titled “Media Background”.
470	USN (NWDC)	A	3.36		07	Change as follows: ...the besieged Iraqi capital...	Capitol is the building. Capital is the city.	A
471	USAF	A	3.36		36	Change to read: “...the Department of Defense <u>DOD</u> issued the following...”	Not first use of acronym	A
472	USN (NWDC)	A	3.37		05	Change as follows: ... force PAO or the JIPB director.	Typo	A
473	USN (NWDC)	A	3.37		13.15	Change as follows: ... international environment and the large number of journalists that <u>who</u> just “show up” in an operational area make it very unlikely that all <u>journalists of them</u> will have the proper credentials. Even though journalists not credentialed by the Department of Defense <u>DOD</u> may...	People are "who", not "that" Eliminate over-use of "journalist" in this section. Use acronym	A
474	USN (NWDC)	A	3.37		21.22	Change as follows: The exception would be training that <u>can be accomplished by unit personnel</u> quickly (1-3 hours) can be accomplished by unit personnel .	Better word order	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
475	USN (NWDC)	A	3.37		30.31	Change as follows: ... establishing media ground rules, credentialing media, and, if necessary, expulsion of media,...	Delete comma	A
476	USN (CHINFO)	M	3.37	6c	5.15		Not certain if this is an IO responsibility or a PA responsibility.	No specific change recommendation given.
477	USAF	A	3.37		15	Change to read: "...credentialed by the Department of Defense <u>DOD</u> may..."	Not first use of acronym	A
478	USN (NWDC)	A	3.38		04.05	Change as follows: they are traveling at their own risk if they proceed throughout the JOA.	Superfluous	A
479	USN (NWDC)	S	3.38		15.16	Delete: Central to this provision is the need for continuous dialogue between the joint force and the media who are covering its activities.	Motherhood (and redundant).	A
480	USN (CHINFO)	A	3.38	6c	10	Add a period after "border"		Not found at specified location.
481	USN (NWDC)	A	3.39		04.05	Change as follows: ... the commander will supply PA personnel with facilities...	Not necessarily PA personnel	A
482	USN (NWDC)	S	3.39		12.13	Change as follows: ... capabilities available to the media, and recognize that early and regular discussions with the media will help ensure electromagnetic OPSEC.	Insert comma Why is electromagnetic specified? Omit.	A
483	USN (CHINFO)	S	3.39	7b	12	Define who "their" is.	Unclear	Not found at specified location.
484	USAF	A	3.39		15	Current editing: "...DOD <u>NMP News Media Pool</u> system." Should read: "...DOD NMP system"	Not first use of acronym	A
485	USAF	A	3.39	4	26	Remove "that are" from sentence	Reads better; more compact	A
486	USN (NWDC)	A	3.40		13	Change as follows: Assisting in logistic support, i.e.g., communications, equipment,...	Usage	A
487	USN (NWDC)	S	3.40		42.47	Change as follows: a. As noted earlier, security issues are fundamental to all PA planning. Inclusion of the joint force PAO in the initial planning process, and the JIB director in the ongoing operational planning process will help to ensure that information is properly categorized by its sensitivity. Commanders must understand that the information most available to the media at the tactical and operational levels is also the most perishable in terms of timeliness. Decisions about information release must reflect that understanding.	Insert comma Makes no sense as is. Explain or delete.	A Delete as recommended
488	USN (NWDC)	A	3.41		05	Change as follows: ... covering an ongoing operation; if media presence is determined...	Delete comma	A
489	USN (NWDC)	A	3.41		18.19	Change as follows: ... should be tailored to anticipate large or small numbers of technologically sophisticated media.	Adds nothing of value	A
490	USN (CHINFO)	A	3.41	7b	1	Bold "Public Affairs, Public Diplomacy, and Psychological Operations (PSYOP).	Consistency	Not found at specified location
491	USN	A	3.42		11.13	Change as follows: ... the purpose of enhancing an		A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
	(NWDC)					organization's ability to accomplish warfighting tasks. PAOs should use this important forum to document and preserve applicable lessons learned for both operations and exercises.	Possessive. "both" implies there are only two operations and exercises.	
492	Army	S	3.42	7	13	Add the following: <u>"Without shared lessons learned, critical improvements to training, equipment, personnel, leader development and other systems cannot occur to ensure future success of U.S. joint operations."</u>	Completeness. As written, the bullet says to collect and forward lessons learned, but not why.	A
493	STRATCOM	A	3.60	6.f	13-16	It also allows the President and Secretary of Defense to speak directly to deployed forces to voice their support of the efforts of those forces. PA should anticipate the President's and Secretary of Defense's desires to communicate directly to deployed forces, especially during major holidays.	NCA is no longer used.	M Not found at this location however, NCA should be deleted in all cases.
494	USN (NWDC)	S	4.01	F4.01		Change as follows: Public affairs offices must be outfitted with the most modern and efficient equipment <u>reasonably available to the JFC</u> in order to interface with the news media covering joint operations	Realism	A
495	USN (NWDC)	A	4.01		23	Change as follows: Each phase of an operation will have unique specific PA requirements ...	Unique is trite	A
496	USN (NWDC)	A	4.01		28	Change as follows: The goal is to anticipate and respond to fluctuating coverage, and to tailor resources to...	Insert comma	A
497	USMC	S	4.01		1.6	Delete this quote, no value added to text of pub.		A
498	Army	S	4.01	Fig IV-1		Add the following: <u>"Communications.</u> PA operations require secure and non-secure voice and data communications resources for C2 and operations."	Consistency with PA operational requirements.	A
499	USAF	M	4.01		1.6	Recommend deleting the quote by Frederick The Great and replacing it with a quote that is relevant to public affairs operations.	The quote is used entirely out of context and has no relevance to or connection with public affairs. Frederick The Great's "Military Instructions to his Generals" consist of a series of 28 Articles on warfare. The articles cover his ideas on military strategy, tactics, organization, discipline, logistics, etc. The quote used in this JP refers to military strategy, not public affairs operations. The "resources and requirements" refer to military supplies and provisions, weaponry, equipment, etc. To imply otherwise or make it appear	M Quote deleted by item # 493

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
							as if Frederick the Great had public affairs in mind is erroneous and misleading - especially considering the fact that "Public Affairs" as such did not exist in 1747.	
500	USN (NWDC)	A	4.02		25	Change as follows: Options for additional PA assets include the Army's (Active or Reserve Component) Mobile Public Affairs Detachments or individual replacements from most of the other Services.	Without specifying this, it causes more questions	A
501	USN (NWDC)	S	4.02		32.33	Change as follows: Their deployment at the earliest stages of the operation is crucial to the overall success of the joint or multinational mission PA effort.	Don't exaggerate.	A
502	USN (NWDC)	S	4.02		34.37	Change as follows: Members of these organizations should train regularly in various exercise scenarios and should be provided with sufficient dedicated equipment, transportation, and communications support to accomplish their missions of media relations, community relations, and command internal information.	Redundant. This has been presented before.	A
503	USN (NWDC)	A	4.02 to 4.03		43.23	Change as follows: ...help the designated personnel to understand the complexities of the missions and the backgrounds of the combatant commands they are supporting.	Why is this necessary?	A
504	Army	S	4.02	2	15	Add the following: " <u>Location of public affairs operations may be away from military headquarters depending on planning factors that include media access to briefing areas and military access to communications. If public affairs operations are conducted inside a secure perimeter, public affairs staff must coordinate with appropriate security elements to establish procedures for screening of credentialed and non-credentialed media representatives.</u> "	Completeness. Provides for better media facilitation and OPSEC.	R
505	USN (NWDC)	A	4.03		28.29	Change as follows: The JFC must ensure that the PA infrastructure to support the joint mission is, to the maximum extent possible, comparable and compatible.	Makes more complete	A
506	USN (NWDC)	A	4.03		32.33	Change as follows: ... ensure interoperability and to minimize training requirements in a contingency environment.	Superfluous	A
507	USN (NWDC)	A	4.03		35.45	Change as follows: These include: supply, logistic, and administrative considerations, media and event coordination and scheduling, briefing preparations, photographic assets with both standard and digital capabilities, Internet access to include release capabilities and local area network access, and establishment and operation of unit and/or operation of Internet homepage sites. Additionally, address requirements	Delete hyphen "both" implies there are only two capabilities. Redundant	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						for translators and analysts who must have access to television monitors, video recorders, and reception capability to review newscasts for the benefit of the command. Also include requirements for locally publications and other useful publications that must be provided on a daily basis for translation or analysis, plus resources for possible contracts that may be necessary for photo processing, delivery of civilian publications and publication of internal information (newsletters, newspapers).	Redundant Insert comma Pluralize	
508	USN (CHINFO)	S	4.03	4a	31.35	Sentence is long. Suggest rewording to be more concise.		No specific recommendation given.
509	USN (CHINFO)	S	4.03	4a	35	Change to read “Additionally, translators and analysts must have access...”	More concise	Not found at specified location.
510	USN (CHINFO)	S	4.03	4a	38.39	Change to read “Local publications and other useful publications must be provided on a daily basis...”	Reads easier	Not found at specified location.
511	USN (NWDC)	A	4.04		02.03	Change as follows: Most of these items must be provided by the Service components of the supported combatant commander, especially that which <u>those that</u> supports the DOD...	Grammar	A
512	USN (NWDC)	A	4.04		18	Change as follows: Telephone lines (specify number) with international access	Why specify here when this is not done with other items. Consistency.	A
513	STRATCO M	A	4.04	3.a	1	missions of media relations, community relations, and command/internal	Required to break up the words.	Not found at specified location.
514	Army	A	4.04	4.c.	12	Change: “ material ” to “ <u>materiel</u> .”	Correct term per JP1-02	A
515	Army	S	4.04	4.d.	15	Change subparagraph d to: <u>JIB planners must work with communications planners to define Public Affairs communications requirements. These requirements include secure and nonsecure voice, VTC, NIPRNET, SIPRNET, and WWW. Robust tactical and non-tactical communications resources are critical for command and control (C2), operations, execution of communication strategies and for media facilitation. Required equipment includes mobile and fixed tactical radios and satellite phones. Advance planning should also address the JIB local area network architecture to preclude building it on the ground. When possible, pre-configured LAN hardware and software should be deployed with the JIB advance party to prepare for the base force.</u>	Completeness. Provides a better explanation of requirements.	R
516	STRATCO M	S	4.05		13-14	The JFC must ensure that the PA infrastructure to support the joint mission is, to the maximum extent possible, equivalent to and compatible with the commercial reporters’ equipment.	Comparable to what? I think this covers what was intended.	No specific recommendation given.

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
517	Army	A	4.05	Fig IV-2		Change: All instances of “material” to “materiel.”	Correctness. JP 1-02.	A
518	Army	S	4.05	Fig IV-2		Change to read: 35mm slide projector , <u>Ethernet hubs and cabling to support local area networks.</u>	Completeness. Brings the JIB into the digital photography age and the current GIE.	M Accepted change recommended by # 515.
519	J8	S	4.055	Figure IV-2	N/A	Recommend replacing the 35 mm slides and projectors mentioned in this table as required equipment with digital technology, photo-quality printers, and the hardware/software required to project, transfer, and send digital images throughout a deployed theater as well as to families and media organizations back home.	Relevance to current operations.	A
520	USN (NWDC)	A	4.06		08.09	Change as follows: A package of dedicated transportation assets, in a combination appropriate to the assigned operation, will include the following capabilities:	Motherhood	A
521	USN (NWDC)	A	4.06		11.12	Change as follows: Vehicles to support PA command/internal, administrative, and logistics activities (with drivers and communications)	Too detailed	A
522	USN (NWDC)	A	4.06		17.18	Change as follows: Force protection assets, specifically assigned to the JIB, <u>to travel with PA staffs...</u>	Use infinitive	A
523	USN (NWDC)	A	4.06		29.30	Change as follows: Additionally, they must be familiar with standing operating procedures identifying standard comptroller procedures for obligating government resources...	Too wordy	A
524	USN (NWDC)	A	4.06		35	Change as follows: Maintenance and service should be secured <u>obtained</u> to ensure sustainability...	Remember the old joke about the Services' different use of the word secure?	A
525	USN (CHINFO)	S	4.06	5	39.47	DINFOS. Is there any more to add? It ends abruptly.		Not found at specified location
526	USN (NWDC)	A	4.07		07	Change as follows: In <u>Resident</u> courses offer entry level...	Correct word	A
527	Army	S	4.07	5	13	Add the following: " <u>Services and combatant commands must integrate public affairs operations, including public affairs guidance development and media operations, into individual and collective training. Training can range from simple stand-up interviews of commanders, service members or government civilians, to chance contacts, to embedded media training. To train effectively, PAOs must engage early in the planning processes to ensure media training is synchronized and resourced.</u> "	Accuracy. Media training is most often an after-thought, and PAOs do not attend most initial, mid- and final planning conferences for major training events.	
528	J8	A	3.02 & 3.05	N/A	N/A	The two quotes from the Secretary of Defense are nearly identical in their messages... <i>i.e. DOD officials will always tell the truth and will not use the media to conduct tactical</i>	Eliminate redundancy.	M The second quote has been

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<i>deception or misinformation campaigns.</i> Recommend one of them be deleted.		eliminated by earlier inputs.
529	J8	A	3.02 & 3.05	N/A	N/A	The two quotes from the Secretary of Defense are nearly identical in their messages... <i>i.e. DOD officials will always tell the truth and will not use the media to conduct tactical deception or misinformation campaigns.</i> Recommend one of them be deleted.	Eliminate redundancy.	M Eliminated by earlier inputs.
530	USN (NWDC)	S	51.01		02	Change as follows: ...OPLAN/ operation plan in concept format CONPLAN/ operation order OPORD/campaign plan/functional plan...	Use acronyms	A
531	USN (NWDC)	A	51.01		34.36	Clarify: Outline PA support for an operation, including MOOTW, in concert with the operations phase, as appropriate, during deter/engage, seize initiative decisive operations, and transition. Change as follows: <u>Outline the PA concept for support for all phases of an operation, including MOOTW.</u>	Confusing. Please rewrite.	A Use rewrite entered below the comment.
532	USN (NWDC)	A	51.01 to 51.02		42.01	Change as follows: postal affairs, and prisoner of war (POW) or missing in action, and enemy prisoner of war POW EPW matters.	Insert comma Use EPW acronym from JP 1-02	A
533	USJFCOM	A	51.01		2	Change as follows: "... format/operation order-/campaign ..."	Delete extra space.	A
534	J7	A	51.01		2	Change to read as follows: "... OPLAN/operation plan in concept format/operation order-/campaign plan/functional plan. . ."	Correctness.	A
535	J7	A	51.01	3a	34	Change to read as follows: " a. Concept of Operations. Outline PA support for an operation, including MOOTW, in concert with the operations phase, as appropriate, during deter/engage, seize initiative, decisive operations, and transition."	Correctness.	M Corrected by rewrite in item # 527.
536	USTC	<u>A</u>	51.01	1	2	Delete space: before / in "/campaign"	Typo	A
537	USAF	A	51.01	1	2	DELETE extra space ".../operation order-/..."	Punctuation	A
538	J8	S	51.03	5	1-27	Under the "Arrangements to the Media" section, there is no mention of how/where to address responsibilities for providing special uniforms and/or equipment to the media. The PA Annex to any order should clearly outline what uniforms and equipment the media are expected to have in various areas on the battlefield (e.g. Kevlar helmet, body armor, etc.) and who is responsible to provide it.	Clarity and relevance to current operations.	A Add the following: i. Other Requirements.
539	USN (NWDC)	A	51.03		19	Change as follows: ...within the area of responsibility <u>JOA</u> .	Consistency	A
540	STRATCOM	C	51.11	1.f	24		Improper use of limited resource. Satellite phones like Iridium can	Not enough information

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
							do the same thing and are listed in Appendix J paragraph 1.d as another item for the ADVON team.	provided.
541	USN (NWDC)	A	52.01		33.34	Change as follows: Nonsensitive, unclassified information regarding <u>past and present</u> US air, ground, sea, space, and special operations, past and present .	Less awkward.	A
542	USJFCOM	A	52.01		24	Change as follows: "... by the Department of Defense <u>DOD</u> or ..."	Consistency.	A
543	USAF	A	52.01		24	Change to read: "...by the Department of Defense <u>DOD</u> or by other..."	Not first use of acronym	A
544	USN (CHINFO)	M	52.02	3k	7	Names and hometowns of US military personnel.	Is the requirement the same for our war on terrorism?	No specific input given here.
545	J7	S	52.02	3i	6	Change to read as follows: " i. If appropriate, allied <u>multinational</u> participation by type (ground units, ships, aircraft)."	Consistency with JP 3-16.	A
546	J7	S	52.02	4a	34	Change to read as follows: "a. For US (or allied <u>multinational</u>) units, specific numerical information on troop strength, aircraft, weapons systems, on-hand equipment, or supplies available for support of combat units."	Consistency with JP 3-16.	A
547	USN (NWDC)	A	52.03		08	Change as follows: Identification of mission aircraft points of origin, other than as land- or carrier-based.	Hyphenate	A
548	USN (NWDC)	A	52.03		14	Change as follows: Specific identifying information on missing or downed aircraft or <u>sunken</u> ships...	Ships are sunk, not downed	A
549	USN (NWDC)	A	52.03		17	Change as follows: Special operations forces' unique methods, equipment,...	Trite	A
550	USN (NWDC)	A	52.03		25.26	Change as follows: Specific operating methods and tactics (e.g., offensive and defensive tactics, or speed and formations).	Insert comma	A
551	USN (NWDC)	A	52.03		29	Change as follows: Interviews and filming of enemy POWs by media representatives will be coordinated in advance through the Staff Judge Advocate of <u>or</u> Legal Advisor's Office...	Proper word?	A
552	USMC	S	52.03		29	Need to ensure this is the correct terminology for what we are talking about. "through the Staff Judge Advocate of Legal Advisor's Officer..."		M Corrected by item # 547.
553	JFCOM	A	52.03		29	Change as follows: "advance through the Staff Judge Advocate <u>or</u> Legal Advisor's Office..."	Grammatical: typographical error.	M Corrected by # 547.
554	USAF	S	52.03	9	28.30	Change to read : "Interviews and filming of enemy POWs, by media representatives will <u>All NMR requests must</u> be coordinated in advance through the Staff Judge Advocate of <u>or</u> Legal Advisor's Office to ensure compliance with the Law	Reads better	M Corrected by # 547.

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						of Armed Conflict.”		
555	USN (NWDC)	A	53.01		33.34	Change as follows: Media products may have to be transmitted <u>carried</u> daily to the nearest commercial filing point by military courier.	Better verb when discussing couriers	A
556	USN (CHINFO)	S	53.01	2c	20	Spell out acronyms		Not enough information given by this comment
557	USN (CHINFO)	M	53.02	4c	14	Subordinate commanders should report by the quickest means and a message may not be it. Secure e-mail may be an option.	E-mail is quicker and preferred. Suggest initial contact by e-mail with a follow up by the quickest means available.	Not found at cited location
558	Army	S	53.03	7.f.	15	Add the following: “ <u>Combat camera will establish a coordination team for the Joint Operations Center.</u> ”	Accuracy. COMCAM and visual information assets are a scarce resource. If that resource is not managed at the JTF level, key Kodak moments will be missed. Example: First U.S. Army entry into Kosovo from Albania by the 82nd Airborne Division was not documented because COMCAM was elsewhere.	R The COMCAM JP 3-61 action officer did not want this added.
559	USN (NWDC)	A	54.01		23.24	Change as follows: ...and logistic requirements, based on the level of AFRTS service required to support the operation.	Superfluous	A
560	USN (NWDC)	M	54.01		28	Change as follows: AFRTS has several flexible response options available...	Simplicity	A
561	USN (NWDC)	A	54.01		34.36	Change as follows: equipment. AFIS and/or AFRTS encourages individual units to obtain these systems as unit equipment. A listing of those units with these deployable satellite receiver systems can be obtained from AFIS and/or AFRTS.	Don't need and/or here Don't need and/or here	A
562	USN (CHINFO)	A	54.01	1	3	Remove the “)” after AFRTS.		Not found at specified location
563	J7	S	54.01	3	19	Change to read as follows: "It is highly encouraged that during planning exercises CCAPs be tasked to supplement the PA planning cell of the combatant command as they would during real contingency scenarios.”	J7	A
564	J8	A	54.02	N/A	N/A	Figure D-1 still has references to US Space Command. Needs to be updated to reflect US NORTHCOM.	Relevance to current operations.	A
565	USMC	A	54.02		Fig D-1	Correct figure to reflect correct combatant commands		A

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566	USAF	S	54.03	1	1	Delete "US Space Command"	Command no longer exists	A
567	USMC	A	55.01		7 23 32	Change to read: "DOD Directive 5120.20, <i>Armed Forces Radio and Television Services</i> , (AFRTS)." "DOD Directive 5410.18, <i>Public Affairs Community Relations Policy</i> ." "DOD Instruction 5410.19, <i>Armed Forces Public Affairs Community Relation Policy Implementation</i> ."	No 's' in term 'service' for directive title. Correct title of directive. Correct title of instruction.	A
568	USMC	A	55.02		7 10	Change to read: "CJCSI 1301.1BA, <i>Policy and Procedures to Assign Individuals to Meet Combatant Command Mission-Related Temporary Duty Requirements</i> ." "CJCSI 3205.01A, <i>Joint Combat Camera</i> ."	Correct title. Correct title.	A
569	J7	A	55.02	21	2	Change to read as follows: "21. DEPSECDEF <u>Deputy Secretary of Defense</u> Memorandum, Web Site Administration Policies and Procedures, November 25, 1998. 22. CJCS m Message, 182305Z May 90, DOD National Media Pool Planning Requirements."	Correctness	A
570	USTC	A	56.01	4	22/24	Change to read: " USCINCPAC CDRUSJFCOM"	To comply with SECDEF guidance regarding use of the term CINC	A
571	USAF	A	56.01	4	22/24	Change to read: " USCINCPAC CDRUSJFCOM"	To comply with SECDEF guidance regarding use of the term CINC	A
572	USN (NWDC)	S	99.01		25	Recommend adding EPW enemy prisoner of war	Corresponds to suggested change on page A-2 line 1	A
573	USMC	A	99.01		2	Change to read: "AFRTS American <u>Armed</u> Forces Radio and Television Service"		A
574	J7	A	99.01	Gloss		The following acronyms need to be added to the glossary: DODI, EXORD, and HQ.		A
575	USN (NWDC)	A	99.02		29	Change as follows: SUB sub-JIB subordinate-joint information bureau	Proper JP 1-02 capitalization	A
576	USMC	A	99.02		7	Change to read: "NMP news <u>national</u> media pool"	Consistent with use of term in text of this pub.	A

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					30	Add: “ <u>UNHRC United Nations Office of the High Commissioner on Refugees</u> ”	Used twice in pub with acceptance of submitted comments.	
577	J7	A	99.02	Gloss	29	Change to read as follows: “ SUB sub-JIB subordinate-joint information bureau”	Correctness.	A
578	USN (NWDC)	M	99.03		4	Do NOT remove the term “active public affairs policy” from this pub’s glossary OR from JP 1-02.	See comment on page 3.25, line 5. This is an actively used term in the PA field. The idea it captures is embraced within this pub.	A
579	USAF	A	99.03	2	13-14	Change to read: “local, Department of Defense <u>DOD</u> , and ...”	Not first use of acronym	A
580	USAF	A	99.03	6	43	Change to read: “...and other United States Government <u>USG</u> ...”	Not first use of acronym	A
581	USN (NWDC)	M	99.04		05.12	Change as follows: Combat Camera. <u>Visual information documentation covering air, sea, and ground actions of the Armed Forces of the United States in combat or combat support operations and in related peacetime training activities such as exercises, war games, and operations. The acquisition and utilization of still and motion imagery in support of combat, information, humanitarian, special force, intelligence, reconnaissance, engineering, legal, public affairs, and other operations involving the Military Services. Also called COMCAM. (Upon approval of this revision, this term and its definition will modify the existing term and its definition and will be included in JP 1-02.)</u>	Current JP 1-02 (underlined at left) definition is adequate. Newly proposed definition (struck through at left) would encompass many other sources of imagery such as imagery taken by satellites.	A
582	USMC	A	99.04		2.3	Change to read: “combatant commander. A commander of one of the unified or specified combatant commands established by the President. Also called CINC. JP 1-02”	Accuracy per JP 1-02.	A
583	USMC	S	99.04		5	Change to read: “ C ombat C amera. The acquisition...”	Terms are not capitalized in a general usage. Even though DODD may have capitalized it in JP 1-02 it will not be.	A
584	USAF	A	99.04		2	Change definition to read: “ combatant commander. A commander in chief of one of the unified or specified combatant commands established by the President. Also called CINC. (JP 1-02)”	To comply with recent SECDEF guidance regarding use of the term CINC	A
585	USAF	M	99.04		43	CHANGE TO READ: Information Operations. Use of offensive and defensive information means to degrade, destroy, and exploit an adversary’s information-based process while protecting one’s own. Actions taken to affect adversary information and information systems, while defending one’s own information and information systems. Also called IO. (JP	DOD Directive S-3600.1 and Joint Pub 3-13 both define IO as “actions taken to affect adversary information and information systems, while defending one’s own information and information	? A decision must be made on which definition of IO to be used.

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						1-02 (DODD S-3600.1)	systems.” DOD Definition should take precedence over JP 1-02 definition.	
586	USN (NWDC)	M	99.05		31	Do NOT remove the term “passive or responsive public affairs policy” from this pub’s glossary OR from JP 1-02.	See comment on page 3.25, line 5. This is an actively used term in the PA field. The idea it captures is embraced within this pub.	A
587	USAF	A	99.05	2	10	Change to read: “The Department of Defense <u>DOD National Media Pool NMP</u> is available...”	Not first use of acronym	A
588	USAF	A	99.05	3	15	Change to read: “...or Department of Defense DOD civilian employee”	Not first use of acronym	A
589	USN (NWDC)	S	99.06		15.23	Change as follows: public affairs guidance. Normally, a package of information to support the public discussion of defense issues and operations. Such guidance can range from a telephonic response to a specific question to a more comprehensive package. Included could be an approved public affairs policy, news statements, answers to anticipated media questions, and community relations guidance. The public affairs guidance also addresses the method(s), timing, location, and other details governing the release of information to the public. Public affairs guidance is approved by the Assistant to the Secretary of Defense for Public Affairs. Also called PAG. (Upon approval of this revision, this term and its definition will modify the existing term and its definition and will be included in JP 1-02.)	Definition is in August 2002 version of JP 1-02	A
590	USAF	A	99.06	1	3	Change to read: “ Department of Defense DOD”	Not first use of acronym	A
591	USAF	A	99.06		29	Change definition to read: “ Security and Policy Review. The process of reviewing news media products at some point, usually before transmission, to ensure that no oral, written or visual information is filed for publication or broadcast that would divulge national security information, <u>conflict with establish Air Force, DOD or national policy</u> , nor would jeopardize ongoing or future operations or would threaten the safety of the members of the force.”	While original version addresses security issues, it did not give consideration to national policy	R
592	USMC	C	99.09		21.27	Change to read: “ information operations. <u>Actions taken to affect adversary information and information systems while defending one’s own information and information systems.</u> Also called IO. <u>Use of offensive and defensive information means to degrade, destroy, and exploit an adversary’s information-based process while protecting one’s own.</u> (JP 1-02)”	Only JP 3-13 will change anything about this definition.	? Decision needed on which IO definition to use.
593	Army	C	99.09			Change to read: “ information operations. <u>Actions taken to affect adversary information and information systems while</u>	Accuracy. JP 1-02 definition should remain in effect if/when JP	See #587

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						defending one's own information and information systems. Also called IO. Use of offensive and defensive information means to degrade, destroy, and exploit an adversary's information-based process while protecting one's own. (JP 1-02)	3-13 changes the definition of IO.	
594	EUCOM	<u>S</u>	99.4		2-3	<p><u>Comment:</u> The definition of "combatant commander" refers to the terms "commander in chief" and "CINC," in conflict with SecDef's 24 Oct 02 memorandum.</p> <p><u>Recommended Change:</u> Rewrite the definition as: "A commander of one of the unified or specified combatant commands".</p>	SecDef memorandum dtd 24 Oct 02 eliminates the term "commander in chief" and "CINC" for military officers.	M Corrected by previous entry
595	Army	<u>S</u>	i	2	7-9	<p><u>Delete the following statement:</u></p> <p>It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of the overall mission.</p>	<u>Weakens the guidance in Para 3 and the tone of change to Chapter I, page 2, para 1.d. To preclude JFCs from relegating the PAO as a subordinate to another staff officer or function.</u>	A
596	NORTHCOM	<u>M</u>				<u>Add chapter to TOC and overall document on "JOINT PUBLIC AFFAIRS IN HOMELAND DEFENSE AND MILITARY ASSISTANCE TO CIVIL AUTHORITIES,"</u> with the following sub-sections: General Overview, Homeland Defense, Military Support to Civil Authorities, Public Affairs Operations under the National Response Plan, and Integration of Federal and State Military Forces. Proposed chapter and sub-sections attached.	Since the events of Sep 11, 2001 and the creation of U.S. Northern Command, there is a need to address PA issues as they directly relate to Homeland Defense and Homeland Security	A
597	JS Tiger Team	<u>A</u>				<u>Create "JOINT PUBLIC AFFAIRS IN HOMELAND DEFENSE AND MILITARY ASSISTANCE TO CIVIL AUTHORITIES" chapter in the TOC and the overall document as CHAPTER IV.... In turn making the existing CHAPTER IV the new CHAPTER V.</u>	Following rationale of item #591	A
598	JS Tiger Team	<u>M</u>	V	All		<u>Replace existing executive summary with revised executive summary.</u>	Overall nature of the global communication environment Public Affairs operates within has changed significantly since the last 3-61 was published	A
599	JS Tiger Team	<u>S</u>	I-1			<u>Delete the Preamble to the U.S. Constitution</u>	No value specifically for Public Affairs	A
600	JS Tiger Team	<u>S</u>	I.1	1.a.	2	<p><u>Delete the following:</u></p> <p>Through this oath US Service members are the nation's primary instruments that "provide for the common defense."</p>	The refined verbiage better describes the relationship between military PAOs and the media as it	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p>During our nation’s history, commanders have perceived a conflict between defending the nation and the media’s right to know and to keep the public informed. Commanders must continue to weigh the requirements of both to be successful in today’s joint operations. Both the Department of Defense (DOD) and the media communicate with the same audience — the public. The mission of the military demands operations security (OPSEC) to protect national security and the lives of US and multinational forces. While responsible members of the media share these concerns, their job is to report in detail as quickly as possible.</p> <p><u>Replace with:</u> The First Amendment guarantees the freedom of the press. The Department of Defense (DOD), military commanders and public affairs officers (PAOs) are responsible for insuring the First Amendment is adhered to in war and in peace. During our nation’s history, there have been conflicts between the military and the media in assuring the public’s right to know. The military’s operational mission requires that operations security (OPSEC) be practiced at all levels of command to protect the lives of American and coalition forces, and on-going or future operations. Though responsible members of the media share these concerns, their job is to report on military operations in real-time.</p>	relates to the public’s right to know.	
601	JS Tiger Team	<u>S</u>	I.2	1.b.		<p><u>Replace the following verbiage:</u> Today, the speed of military operations and advances in the global media’s real time communications technology significantly complicate the challenges to both commanders’ and public affairs (PA) personnel’s efforts to keep their publics, both internal and external, informed. Today’s news is formed by data and images which often move faster than the ability of journalists to provide explanation and context. In addition, the Internet places information, both correct and incorrect, into the global information environment at a near real time rate. Thus, PA procedures and techniques practiced by joint forces, and the support they provide to the media, must mirror the sophistication and agility of the media with whom they interact. To do otherwise simply places the military in a defensive, catch-up role and fails to achieve an important mission — keeping the public informed. Military journalists also perform an important role by providing command information to Service members, DOD civilian employees and family members, thus furthering</p>	Better articulates current communication environment	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p>awareness and understanding of the military goals during an operation. By establishing and maintaining a web presence and making PA products available to civilian media, military journalists also communicate directly to interested and <u>affected external audiences</u>.</p> <p><u>With:</u></p> <p>Today, the tempo of military operations and the advances in the global communications technology significantly complicate the challenges faced by commanders in meeting the media's unfettered need for information. The advent of the 24-hour news cycle, together with the media's capability to provide information on a real-time basis, has created an almost insatiable appetite for information. News and images move faster than the situation unfolds, therefore it is difficult to provide the media with instantaneous situational awareness. During a crisis situation or during the heat of a battle, tactical-level commanders often experience delays in obtaining real-time information. With the need to protect lives, safeguard operations, and conceal intentions, there is an inevitable delay in processing, reviewing, and releasing information. The gap between what is occurring and what can be reported is where PA plays an important role.</p>		
602	JS Tiger Team	<u>S</u>	I.2	1.c.		<p><u>Replace the following:</u></p> <p>The environment of the modern battlespace has changed drastically and so has the media's ability to transmit information from the operational area. In today's global information environment (GIE), the media have the capability to use the Internet or satellite feeds to transmit instantaneous reports directly from any joint operations area (JOA). This realty must be considered when planning any type of operation. Just as the capabilities of military forces must be accounted for, so too must the capabilities and needs of the media. Failure to adequately plan for and accommodate media representatives will not stop them from reporting; it will simply change the venue and perhaps create a situation that endangers news media representatives as well as the success of the operation they are trying to cover. In addition, failure to consider the media's impact on all aspects of operational planning and execution will impact the mission. Commanders gain and maintain the initiative by providing fast, complete, truthful information to the media first. Providing the fastest, most complete and accurate information to the media generates credibility and makes DOD the preferred source of information for</p>	More succinct verbiage	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p>the media. Failure to do so surrenders the public information initiative to our adversaries at best; or allows unchallenged propaganda by them. The media are NOT the adversary; however, they are the prominent players in the GIE.</p> <p><u>With:</u> The sophistication and agility of moving information and images around the globe in real time can be leveraged to support the joint forces commander in projecting force throughout his area of responsibility. Though the environment of the modern battle space may have dramatically changed the way the media informs the public, so has technology enhanced the joint commander's ability to communicate to both internal and external audiences. In today's global information environment (GIE) both the media and the military have the capability to use Internet and satellite communications to transmit targeted or general messages from any joint operations area. PA can leverage the technology to help deter potential adversaries through dissuasion. During the four phases of joint operations, PA can help project military power through persuasion. By maintaining credibility and providing the media with the truth, PA is an effective weapon both as a deterrent and during combat operations.</p>		
603	JS Tiger Team	<u>S</u>	I.2	1.d.		<p><u>Replace the following:</u> World War II and Now. Fewer than 30 reporters accompanied the entire invasion force into Normandy, France, on 6 June 1944. More than 500 journalists appeared within hours to cover combat operations in Grenada (1983) and Panama (1989). The trend toward larger numbers continued as more than 1600 media and support personnel were present at the beginning of Operation DESERT STORM (1991), and some 1500 reported on Hurricane Andrew relief operations near Homestead Air Force Base in Florida (1992). They bring with them the most sophisticated technological support. At one time, 31 satellite transmission television trucks were covering Hurricane Andrew recovery efforts. In Somalia (1992), reporters provided live television and radio coverage of the night amphibious landing that marked the beginning of Operation RESTORE HOPE, as well as the end of the United Nations operation during Operation UNITED SHIELD (1995). Nearly 3500 journalists were registered to cover operations at the height of Operation JOINT ENDEAVOR in Bosnia-Herzegovina in 1996 — more than twice the number of media representatives in Operation</p>	Updates verbiage consistent with current world events AND places a greater emphasis on the joint PAO role as the JFC's principal spokesperson – whether in peacetime or wartime... at home station or deployed.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p>DESERT STORM. During the early stages of Operation ENDURING FREEDOM, the Department of Defense granted more than 4,000 interviews and responded to more than 7,000 media inquiries. To present a timely and accurate picture of the war on terrorism to the American people nearly 500 reporters were embedded into units actively involved in early operations, including Special Forces units. Despite the great need to maintain OPSEC, protect lives and preserve military options, the trend toward openness and inclusion of the media will likely continue.</p> <p><u>With:</u></p> <p>A public affairs officer is the joint forces commander's principle spokesperson and senior counselor on public affairs. To gain such a position of trust, the PAO must have the capability to provide information to the media, to the commander, and to the supporting forces in near real time. The time to acquire, process, review, and release operational information must be compressed to meet the needs of the media. The key to success in this endeavor is not limited to planning, training, and equipping PAOs, but integrating public affairs operations into all levels of the command group. PAOs are an integral part of the war fighting battle staff at all levels of combat operations. Whereas the media may have unfettered access to tactical units during hostilities, PAOs must have unfettered access to information and to senior level staff officers on a continuing basis.</p>		
604	JS Tiger Team	<u>S</u>	I.2	1.e		<p><u>Replace the following:</u></p> <p>Increased Competition. The media business has become increasingly competitive, with reporters seeking to identify stories, themes and issues which will be attractive to their audiences. In most cases, reporters representing a range of general and specialty print and broadcast media will be operating in the JOA in advance of our operations. Many more, perhaps thousands, will rush to the scene once the possibility of a US military deployment is suspected. Few stories can compare with that of military forces in action. Therefore, commanders must anticipate and be prepared to actively support news media coverage of almost every aspect of their operation.</p> <p><u>With:</u></p> <p>The media will report on military operations regardless of access. It is incumbent upon joint forces commanders and their PAOs to accommodate the media whenever possible for</p>	Better explains media roles	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						three basic reasons. First, to disseminate accurate and timely information to the public . Second, to insure the media doesn't disseminate inaccurate information due to the command's failure to communicate. Third, to deflect erroneous information in the adversary's press . A commander's messages to the various publics must be timely, accurate, and project the purpose and scope of the mission.		
605	JS Tiger Team	<u>S</u>	I.3	1.f		<p><u>Replace the following:</u></p> <p>Media Sources. With or without DOD input, the media will find people to talk to them. Taking the lead for disclosing information to the media generates credibility and improves the media's ability to put our operations into an accurate context. DOD can expect media coverage of any mobilization or increased alert status. With the availability of commercial satellite imagery, it is virtually impossible to hide remote field deployments from the media.</p> <p><u>With:</u></p> <p>Information is a major weapon to deter adversary or enemy propaganda. Public support for the US military's presence or operations are not uniform throughout the command's area of responsibility. There's not only competition for the public's hearts and minds, but there's enormous competition among the media. The PAO must provide the joint forces commander with an assessment of the public within the command area of responsibility and provide timely feedback on trends in public opinion based on media analysis.</p>	Continue rationale from item #599	A
606	JS Tiger Team	<u>S</u>	I.3	1.g		<p><u>Delete paragraph 1.g as follows:</u></p> <p>Withholding Information. Withholding or manipulating information or creating the impression that PA is unnecessarily withholding or manipulating information that should or could be provided to the media, reduces PA's credibility and operational capability and violates DOD policy. The consequences of knowingly misleading the media and losing credibility are too severe to be a viable strategy in any military operation.</p>	Not value added in PA doctrine	A
607	JS Tiger Team	<u>S</u>	I.6			<p><u>Delete reference in blue box from AFDD 2-5.4 as follows:</u></p> <p><i>In early October 1994, Iraq dispatched 20,000 troops from its Republican Guard to join 50,000 regular army troops on the Kuwaiti border. Some diplomats thought the purpose was either to pressure the UN into easing economic sanctions, or to attempt another invasion of Kuwait. The US reacted and sent a well-publicized combat force to re-enforce US units in Kuwait. US</i></p>	Outdated reference	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<i>and international media coverage showed aircraft deploying to the Persian Gulf in support of Operation Vigilant Warrior to meet the Iraqi challenge. National and military leaders gave interviews stating their commitment to defend Kuwait. Only 10 days after the well-publicized deployment began, Iraqi troops withdrew from their threatening positions near the Kuwait border.</i>		
608	Army	<u>S</u>	I.6	4.a.		<p><u>Replace the following:</u> PA operations are organized as part of the commander's staff and are command directed. JFCs, as the most visible and credible spokespersons for an organization, play a crucial role in successful PA operations.</p> <p><u>With:</u> The PAO is a member of the commander's personal staff. JFCs, as the most visible and credible spokespersons for an organization, play a crucial role in successful PA operations.</p>	New verbiage places greater emphasis on the PAO role, as well as the JFC's role in PA success. Also, 'operations' are not part of the 'staff.'	A
609	JS Tiger Team	<u>S</u>	II.1	2.a		<p><u>Change to read:</u> Retains primary responsibility for the development and consistent implementation of DOD Public Affairs or Public Information policy.</p>	More specifically identifies the type of information policy	A
610	JS Tiger Team	<u>S</u>	II.8	5.m.	3-5	<p><u>Replace the following:</u> Develop procedures to ensure imagery is reviewed for security concerns and all unclassified imagery not sensitive to operations is cleared for public release by the JFC PAO or the JIB director.</p> <p><u>With:</u> Develop procedures to ensure imagery is reviewed for security concerns and the JFC PAO or the JIB director clears all unclassified imagery not sensitive to operations for public release.</p>	Puts new verbiage in active voice	A
611	JS Tiger Team	<u>S</u>	III.1			<p><u>Replace Joint Warfare Statement with AFDD 2-5.4 Doctrine quote originally from Chapter I.</u> <u>Replace:</u> <i>"The nature of the challenges to the United States and its interests in the contemporary security environment demand that the Armed Forces operate as a fully integrated joint team in combat and noncombat operations. These operations often take place with forces of allies and coalition partners, and with US and foreign governmental nonmilitary agencies. The challenges are best met when the unified action of the Armed Forces elicits the maximum effect from the</i> </p>		A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p><i>unique but complementary capabilities of each Service and command, and from the synergy that results from their synchronized and integrated action.”</i></p> <p>JP 1, <i>Joint Warfare of the Armed Forces of the United States</i> <u>With:</u> <i>In early October 1994, Iraq dispatched 20,000 troops from its Republican Guard to join 50,000 regular army troops on the Kuwaiti border. Some diplomats thought the purpose was either to pressure the UN into easing economic sanctions, or to attempt another invasion of Kuwait. The US reacted and sent a well-publicized combat force to re-enforce US units in Kuwait. US and international media coverage showed aircraft deploying to the Persian Gulf in support of Operation Vigilant Warrior to meet the Iraqi challenge. National and military leaders gave interviews stating their commitment to defend Kuwait. Only 10 days after the well-publicized deployment began, Iraqi troops withdrew from their threatening positions near the Kuwait border.</i></p> <p>AFDD 2-5.4</p>		
612	JS Tiger Team	<u>S</u>	III.3			<p><u>Replace outdated Kosovo quote as follows:</u> CREDIBLE INFORMATION</p> <p>In April 1999 operation ALLIED FORCE F-16s mistakenly struck two civilian convoys near the Kosovo village of Djakovica. For almost a week, conflicting information had come from NATO, EUCOM and Washington. Supreme Allied Commander US Army Gen. Wesley Clark initially blamed the attack on the Serbs. A Pentagon spokesman insisted that the F-16s had only hit military vehicles. NATO openly questioned whether the convoy incident was a totally fabricated Serbian propaganda ploy. All the while, Serbs escorted world media to the scene to take video and photographs of the carnage. Images of the scene led evening newscasts; photographs and headlines appeared on every newspaper around the globe. Serbs used the opportunity to emphasize the unjust nature of the air campaign they insisted was indiscriminately</p>	More appropriately addresses this portion of the document that addresses the importance of the PA role in IO.	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p>killing innocent civilians throughout the country. After a week of conflicting stories and media headlines, NATO offered up the Aviano AB commander to brief the “ground truth” to the international media. This highly detailed explanation set the issue to rest that day. The public will accept human errors and equipment failures during combat operations but will not accept conflicting, contradictory or evasive statements. Had NATO been able to immediately release information about the horrible mistake, putting it into the proper context for the world audience, then NATO would have denied the Serbs the enormous propaganda value they gained from the incident.</p> <p>SOURCE: Major Gary Pounder Information Operations and the War Against Serbia Aerospace Power Journal</p> <p><u>With:</u></p> <p>DOD POLICY</p> <p>It is DOD policy that accurate and timely information is made available to the public, the Congress, and the news media to help the analysis and understanding of defense strategy and national security issues.</p> <p>Department of Defense Directive 5230.9</p>		
613	NORTHCOM	<u>S</u>	III.12	3.c.1.		<p><u>Add another paragraph – 3.c.1.e.:</u></p> <p>(e) Following an Incident of National Significance, or domestic incident, the National Response Plan (NRP) calls for commanders to establish Joint Information Centers (JICs) to coordinate the Federal, State, local, and Tribal incident communications effort. A JIC is a central point for coordination of disaster information, public affairs activities, and media access to information about the latest developments.</p>	Addresses Homeland Defense issues	A
614	JS Tiger Team	<u>S</u>	III.16			<p><u>Remove outdated JIB quote as follows:</u></p> <p>JOINT INFORMATION BUREAU</p> <p>To facilitate media coverage of US forces in Saudi Arabia, CENTCOM established a Joint</p>		A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p>Information Bureau (JIB) in Dhahran and, later, another in Riyadh. Saudi Ministry of Information representatives also were located with the JIB in Dhahran, which let visiting media register with the Saudi government and the JIB at one location. The JIB coordinated with reporters and worked to arrange visits to units the reporters desired to cover. The Saudi government required that a US official escort reporters visiting Saudi bases. The CENTCOM Public Affairs Office assumed this responsibility and provided escorts to facilitate coverage on Saudi bases and to US units on the ground and at sea and throughout the theater.</p> <p>SOURCE: DOD Final Report to Congress <i>Conduct of the Persian Gulf War</i>, April 1992</p>		
615	JS Tiger Team	<u>S</u>	III.18			<p><u>Replace outdated 'Popular Opinion' quote as follows:</u></p> <p>POPULAR OPINION</p> <p>Following the signing on 14 December 1995 of the Dayton Peace Agreement, which put an end to a four-year war in Bosnia-Herzegovina, the United Nations mandated NATO to oversee and enforce a durable cease-fire between the former belligerents. As in any military endeavor, public support was central to mission accomplishment. Public information was one of the “non-lethal weapons” at the commander’s disposal to convince the parties and the populations to engage in friendly courses of action. The Coalition Press and Information Center was established and was one of the principal elements of the public information structure used by the international community’s political and military leaders to shape the operational environment, deter potential conflicts, and resolve crises in Bosnia-Herzegovina.</p> <p>SOURCE: TARGET BOSNIA Integrating Information Activities in Peace Operations <u>With:</u> Let people know the truth and the country is safe</p>		A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						President Abraham Lincoln		
616	JS Tiger Team	<u>S</u>	III.18	4.a.1.	4	<p><u>Change the following to read:</u> It is imperative that a clear set of facts and tenets specific to the mission be established which are easily understood the general public easily understands.</p>	Change to active voice	A
617	JS Tiger Team	<u>S</u>	III.34			<p><u>Delete outdated 'Key Messages' block as follows:</u> KEY MESSAGES</p> <p>In late 1990, Saddam Hussein allowed Western journalists to stay in Baghdad so they could report from the besieged Iraqi capitol if and when hostilities began. Saddam hoped to use the journalists to attack the national will of the coalition countries – he had identified the domestic sensitivities of the coalition publics as a strategic center of gravity that he wanted to exploit. This apparent openness received a favorable response by journalists who praised the Iraqi leader for wanting his story told to the world. This response quickly changed. Saddam strictly controlled and orchestrated foreign media activity, from strict censorship, to supposedly “random” man-in-the-street interviews of people who spoke remarkably flawless English, to outlandish claims of bombing atrocities and massive civilian destruction and casualties. Saddam had miscalculated and had underestimated the Western media, who quickly began discounting and eventually ignoring Iraqi claims. In 1991, by the time Saddam wanted to spotlight the bombing of a “baby milk factory,” the Iraqi regime had lost all credibility in the world media, and Saddam’s claims were effectively ignored. Through the media’s perception of Iraqi attempts at manipulation, Iraq had lost the ability to effectively communicate its key messages to the world. This can be contrasted with US Army Gen. Norman Schwarzkopf’s open and honest approach with the media. His approach built massive credibility and allowed the coalition to leverage that capability to its full advantage.</p> <p>SOURCE: Philip Taylor</p>		A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						Munitions of the Mind: Propaganda from the Ancient World to the Present		
618	Army	<u>S</u>	I.1	1.g.		<u>Change title from ‘Withholding Information’ to ‘Command Credibility’</u>	Deleted the paragraph per Tiger Team consensus	R
619	Army	<u>S</u>	I.3	3.a.		<u>Change ‘friendly strategy’ to ‘command strategy’ and change ‘allows PA to effectively communicate’ to ‘allows the commander to effectively communicate.’</u>	Makes PA a function of command	A
620	Army	<u>M</u>	I.6	4.d.1		<u>Change ‘PA is not an IO discipline. PA activities are complementary, yet distinct from IO’ to read: PA is a related activity to the other elements of Information Operations. Effective coordination and integration of the plans of all the IO elements and related activities complement and enhance the commander’s overall information needs and mission success.</u>	OCJCS/PA philosophy on Public Affairs does not subscribe to PA being a ‘related activity to other elements of IO’ because it posits to subsume PA within IO	R
621	Army	<u>S</u>	I.1	1.b.1		<u>Change ‘coordination of PA and IO plans’ is required... to read: ‘other IO plans’ and ‘other IO initiatives</u>	See rationale from item #615	R
622	Army	<u>S</u>	I.3	1.b.4		<u>Change: ‘PA activities that can contribute to IO include...’</u>	PA activities contribute (one way or the other) to IO whether anyone wants them to or not	A
623	Army	<u>M</u>	I.4	1.c.		<u>Don’t agree with the tone in this paragraph for the same reasons stated in Chapter I, para 4.d.1 above</u>	Not enough clarification to make changes	R
624	OCJCS/PA	<u>S</u>	III.10	Fig III-3		<u>Add block to chart between ‘Commander, Allied Joint Force’ and ‘Press Information Center Director’ that reads: Allied Joint Force Public Information Officer or AJF PIO</u>	The Press Information Center Director should report to the overall AJF PIO	A
625	OCJCS/PA	<u>S</u>	III.15	Fig III-4		<u>Change bullets in graphic/chart to read as the following in the specified preference order top/down left to right:</u> <ul style="list-style-type: none"> - <u>Exercises</u> - <u>Media Access</u> - <u>Combat Camera</u> - <u>JIBs</u> - <u>Embedding</u> - <u>Media Pools</u> - <u>Technology support to PA</u> - <u>Command/Internal Information</u> - <u>American Forces Radio and Television Service</u> - <u>Internet Based Products/Releases</u> - <u>Security</u> - <u>Host Nation</u> - <u>Allies/Coalition Partners</u> - <u>Country Team</u> - <u>Government Agencies and Nongovernmental</u> 	Better updates and captures all planning considerations for PAOs	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<u>Organizations</u> - <u>Interagency Coordination</u> - <u>Dissemination of Interagency Guidance</u> - <u>Analysis and Feedback</u>		
626	OCJCS/PA	<u>S</u>	D-2	Fig D-1		Change: <u>US Space Command</u> in the chart to: <u>US Northern Command</u>	Change in unified commands	A
627	OCJCS/PA	<u>M</u>	All			<u>Numerous format and text organizational changes to better organize the information for consumption and comprehension.</u> (Changes were made in the text of the document as line-in/line-out. Both clean and line-in/line-out versions were provided for reference.)	Provides the reader a more logical progression through the PA mission and fundamentals	A
628	OCJCS/PA	<u>M</u>	TOC and applicable pages in Chp 3			Change order of sections in Chapter 3 to the following: - <u>Public Affairs Fundamentals</u> - <u>Public Affairs Organization</u> - <u>Public Affairs Planning and Operations</u> - <u>Public Affairs Responsibilities and Relationship to Information Operations</u> - <u>Media Access</u> - <u>Security Review</u> - <u>Lessons Learned</u>	See rationale in item #622	A
629	OCJCS/PA	<u>S</u>	III.24	Fig III-6		<u>Remove Fig III-6, Public Affairs Supports Specific Peacetime Missions</u>	No visual value added... can read the text for all necessary information	A
630	OCJCS/PA	<u>S</u>	V-5	Fig V-2		<u>Remove Fig V-1, Public Affairs Material</u>	Information is completely outdated	A
631	OCJCS/PA	<u>S</u>	Chp 1	All		Change order of sections in Chapter 1 to the following (to include supported verbiage as provided in revised documents): - <u>Background</u> - <u>Mission</u> - <u>Department of Defense Principles of Public Information (DOD Directive 5122.5)</u> - <u>Public Affairs Responsibilities and Role in Information Operations</u> - <u>Doctrine</u> - <u>Target Audiences</u>	See rationale in item #622	A
632	OCJCS/PA	<u>S</u>	Chp 1	I-8		Recommend the below quote be added to Chapter 1, page I-8, just before number 6: "Target Audiences." "One of the things that makes the United States so strong	Updates the document with more current leadership quotes and emphasis	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						<p>in its democracy is the media. They play an important role in our democracy.... The first amendment in our constitution, freedom of the press is an essential part of our society..."</p> <p><i>Air Force General Richard B. Myers, Chairman, Joint Chiefs of Staff, in an interview with Al Jazeera TV on September 11th, 2003.</i></p>		
633	OCJCS/PA	<u>S</u>	Chp 3	III-22		<p>Recommend this quote go on Page III-22, just before #4. Public Affairs Responsibilities and Relationship to Information Operations:</p> <p>"I could argue that you could preempt a war by getting the right information-accurate information-to the right people in a timely fashion. You may not, but if you don't try you sure won't."</p> <p><u>Marine General Peter Pace, Vice Chairman of the Joint Chiefs of Staff</u></p>	See rationale for item #627	A
634	OCJCS/PA	<u>S</u>	Chp 3	III-27		<p>Add the below quote to page III-27, right before #5: Media Access:</p> <p>"Our ultimate strategic success in bringing peace and security to this region will come in our long-term commitment to supporting these democratic ideals. Let's tell the factual story - good or bad - before others seed the media with disinformation and distortions as they most certainly will continue to do."</p> <p><i>Secretary of Defense and Chairman of the Joint Chief's message to combatant commanders prior the start of Operation IRAQI FREEDOM.</i></p>	See rationale for item #627	A
635	OCJCS/PA	<u>S</u>	Chp 3			<p>Directly under Media Access (before the "a") insert the following:</p> <p>Media coverage of potential future military operations will, to a large extent, shape public perception of the national security environment now and in the years ahead. This is true for the U.S. public, the public in allied countries, whose opinion can affect the durability of the coalition, and publics in countries where U.S. conducts operations, whose perceptions of the U.S. can affect the cost and duration of our involvement. The Joint Force Commander must organize for and facilitate access of national and international media to U.S. forces,</p>	Provides emphasis from CJCS and SECDEF P-4 message transmitted prior to commencement of initial operations in OIF	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						including those engaged in combat operations.		
636	OCJCS/PA	<u>S</u>	Chp 3	III-27		<p>On page III-27, insert below BEFORE "Media Embedding, Credentials, etc." -- and change it to a c. (will also require changing d and e...)</p> <p>b. Timely Coverage. The goal remains to assist the media in getting the information out in an accurate and timely manner - not days or weeks into an operation. The JFC will facilitate the media getting a first-hand look at joint operations. To this end, operational planning should incorporate the following efforts:</p> <ol style="list-style-type: none"> (1) Committing communications systems and trained Joint PA teams (2) Dedicating lift and logistical support to move PA and Media personnel as well as media products to and from forward locations (3) Holding daily press briefs in theater with international and U.S. media (4) Instituting processes for the rapid dissemination of weapons systems video, ISR footage, and COMCAM footage. (5) Delegating the authority for the declassification and release of COMCAM and other related products to the lowest possible level. 	See rationale for item #630	A
637	OCJCS/PA	<u>S</u>	II-1			Add (d) to Overview as follows: Feedback and Analysis. It is important for PA to analyze the outcomes of their plans. PA professionals should work to integrate media analysis into their plans to evaluate effectiveness, document lessons learned, and ensure future PA plans and efforts are improved.	Feedback and analysis are critical to the public affairs planning process	A
638	OCJCS/PA	<u>S</u>	Chp 1	3.e.		<p>Insert photo of Secretary Rumsfeld and CJCS Gen Myers conducting a press conference... in Chapter 1 immediately following Section 3.e and before Section 4.</p> <p>Use the following outline: "Secretary of Defense Donald H. Rumsfeld calls on a reporter during a Pentagon press briefing on March 25, 2003. Rumsfeld and Chairman of the Joint Chiefs of Staff Gen. Richard B. Myers, U.S. Air Force, updated reporters on the progress of Operation Iraqi Freedom. (DOD photo by R.D. Ward.)</p>	Updated photos of more recent operations and activities and to break up the gray of a lot of text	A
639	OCJCS/PA	<u>S</u>	Chp 1	6.c.		Insert photo of Gen Pace responding to a question during a Pentagon Town Hall Meeting in Chapter 1 at the end of Section 6.c.	See rationale from item #633	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						Use the following outline: “ Vice Chairman of the Joint Chiefs of Staff Gen. Peter Pace (left), U.S. Marine Corps, responds to a question during a Pentagon Town Hall meeting on Nov. 12, 2002. Secretary of Defense Donald H. Rumsfeld (2 nd from right) hosted the meeting to answer questions from military members and civilian employees of the Department of Defense. Chairman of the Joint Chiefs of Staff Gen. Richard B. Myers (2 nd from left), U.S. Air Force, and Deputy Secretary of Defens Paul Wolfowitz (right) joined Rumsfeld in responding to questions. (DOD photo by R.D. Ward.)		
640	OCJCS/PA	<u>S</u>	Chp 2	3.f.		<p>Insert photo of CNO addressing a crowd of media in Chapter 2 at the end of section 3.f. before section 4.</p> <p>Use the following outline: “Adm. Vern Clark, Chief of Naval Operations, (CNO), speaks to local media shortly after his address to Sailors assigned to the guided missile cruisers USS Mobile Bay (CG 53), USS Shiloh (CG 67) and the guided missile destroyer USS Benfold (DDG 65) during an "All Hands" Call at Naval Base San Diego. The CNO was in San Diego visiting with Sailors and to meet with the senior enlisted and officer leadership community. U.S. Navy photo by Chief Photographer's Mate Johnny Bivera.</p>	See rationale from item #633	A
641	OCJCS/PA	<u>S</u>	Chp 2	5		<p>Insert photo of Gen Franks speaking to the media in Chapter 2, anywhere in Section 5 “Combatant Commanders’ Responsibilities.”</p> <p>Use the following outline: “Army Gen. Tommy Franks, commander of U.S. Central Command, speaks with reporters outside a hotel in Abu Dhabi, United Arab Emirates, on April 27, 2003. Franks was accompanying Secretary of Defense Donald H. Rumsfeld during a trip to the Persian Gulf region to visit the troops.” (DOD photo by Helene C. Stikkel)</p>	See rationale from item #633	A
642	OCJCS/PA	<u>S</u>	Chp 3	3.a.1.		<p>Insert photo of ASD/PA Victoria Clarke during a press briefing in Chapter 3, after Section 3.a.1. and before Section 3.a.2.</p> <p>Use the following outline: “Assistant Secretary of Defense for Public Affairs Victoria Clarke reminds reporters of the eight Operation Iraqi Freedom mission objectives during a Pentagon press conference with Maj. Gen. Stanley A. McChrystal, U.S. Army, on April 14, 2003. McChrystal was the vice director for Operations, J-3, the Joint Staff. (DOD photo by Helene C. Stikkel.)</p>	See rationale from item #633	A
643	OCJCS/PA	<u>S</u>	Chp 3	4.c.3.		Insert combat camera photographer photo in Chapter 3 right	See rationale from item #633	A

#	SOURCE	TYPE	PAGE	PARA	LINE	COMMENT	RATONALE	DECISION
						after Section 4.c.3. and before Section 4.c.4. Use the following outline: “Specs. Justin Savage (left) and Aaron Ritter (right), both 139 th Mobile Public Affairs Detachment journalists attached to Task Force Olympia (TFO0 document a live fire exercise at Range Destiny in Mosul, Iraq, June 7, 2004. (U.S. Army photo by Sgt. Jeremiah Johnson)		
644	OCJCS/PA	<u>S</u>	Chp 3	2.b.2.		Insert photo of Gen Myers and Secretary Rumsfeld addressing troops in Iraq in Chapter 3, Section 2.b.2. Use the following outline: “Chairman of the Joint Chiefs of Staff Gen. Richard B. Myers and Secretary of Defense Donald H. Rumsfeld talk to soldiers, Marines and airmen in the Al Faw Palace at Camp Victory, Iraq, on May 13, 2004. Rumsfeld and Myers are in Iraq to visit the troops in Baghdad and Abu Ghraib. (DOD photo by Tech. Sgt. Jerry Morrison Jr., U.S. Air Force.)	See rationale from item #633	A
645	OCJCS/PA	<u>S</u>	Chp 3	Sec 5		Insert photo of row of cameramen/media in Chapter 3, Section 5 Use the following outline: “Media covering press conference prior to the start of a North American Aerospace Defense Command and U.S. Northern Command training exercise. (Photo by Photographer's Mate 1st Class Shane Wallenda, USN.)	See rationale from item #633	A